



AGENDA

CABINET

Thursday, 30th January, 2025, at 10.00 am Ask for: **Georgina Little**
Council Chamber, Sessions House, Telephone: **Tel: 03000 414043**
County Hall, Maidstone Email: **georgina.little@kent.gov.uk**

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1. Apologies
2. Declarations of Interest
3. Minutes of the Meeting held on 9th January 2025 (Pages 1 - 10)
4. Cabinet Member Updates
5. 24/00108 - Revenue and Capital Budget Monitoring Report – November 2024-25 (Pages 11 - 84)
6. Draft Revenue Budget 2025-26, MTFP 2025-28, Draft Capital Programme 2025-35 and Treasury Management Strategy (Pages 85 - 276)
7. 24/00109 - Transfer the 18-25 section of the Strengthening Independence Service from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate (Pages 277 - 326)
8. 24/00115 - Kent County Council Integrated Care Strategy (KCC ICS) Delivery Plan (Pages 327 - 460)
9. 24/00096 - Commissioning Plan for Education Provision in Kent 2025-29 (Pages 461 - 610)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 22 January 2025

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 9 January 2025.

PRESENT: Mr R W Gough (Chairman), Mr N Baker, Mrs C Bell, Mrs S Chandler, Mr D Jeffrey, Mr R C Love, OBE, Mr D Murphy, Mr P J Oakford, Mr D Watkins and Mr R J Thomas

IN ATTENDANCE: Dr A Ghosh (Director of Public Health), Mrs S Hammond (Corporate Director Children, Young People and Education), Mrs A Beer (Chief Executive), Mr D Shipton (Head of Finance Policy, Planning and Strategy), Mr B Watts (General Counsel), Mr J Betts (Interim Corporate Director Finance), Mr S Jones (Corporate Director of Growth, Environment and Transport), Mr M Scrivener (Head of Risk and Delivery Assurance), Mr R Smith (Corporate Director Adult Social Care and Health), Mr M Wagner (Chief Analyst) and Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance)

UNRESTRICTED ITEMS

76. Apologies

(Item 1)

No apologies were received.

77. Declarations of Interest

(Item 2)

No declarations of interest were received

78. Minutes of the Meeting held on 28 November 2024

(Item 3)

RESOLVED that the minutes of the meeting on 28 November 2024 were a correct record and that they be signed by the Chair

79. Cabinet Member Updates

(Item 4)

Cabinet Member updates were deferred to the next meeting of the Cabinet

80. Provisional Local Government Finance Settlement 2025-26

(Item 5)

John Betts (Interim Corporate Director Finance) and Dave Shipton (Head of Finance (Policy, Planning & Strategy) were in attendance for this item

1. Mr Shipton introduced the report that set out the detail in the Provisional Local Government Finance Settlement (PLGFS) 2025-26 which was published on 18th December 2024. As in recent years the settlement was presented as core spending power (CSP) taking into account assumed council tax proceeds (assumed taxbase growth and council tax increases up to referendum limits) and the main grants for local government from the Ministry of Housing, Communities and Local Government (MHCLG). The provisional settlement was open for consultation until 15th January. The [consultation](#) sought views on the distribution and consolidation of grants, council tax referendum principles and ceasing the override on IFRS9, to which the Council would be responding. There was a further [consultation](#) which was due to close on 12th February which focussed on the principles and objectives of local authority funding reforms for 2026-2027, to which the Council would be responding.
2. Further to comments and questions from Members it was noted:
 - That whilst the allocation of the Recovery Grant seemed to heavily favour those councils that were under intense short-term financial pressures, offering a short-term pragmatic solution, the long-term methodology which was to be applied in the distribution of funding was due further review.
 - The assessed needs for Recovery Grant were based on population weighted by the average index of multiple deprivation (IMD) for the local authority area. Therefore, whilst the IMD was designed to calculate whether one area was more deprived than another, it did not calculate whether that level of deprivation was a minor or significant difference. It was therefore hoped that the wider funding review would help to establish a more robust method of measuring the levels of deprivation that could be applied to the government's final settlement.
 - Furthermore, government had also indicated that the children's formula that has been used for the Children's Social Care Prevention Grant was not the full formula that would be applied going forward. The formula for the Adult Social Care grant also required review as it had not been updated since 2013-2014. However, an encouraging aspect of the Children's Social Care Prevention Grant was that for the very first time, the area cost adjustment included within it an assessment of those areas where there was a remoteness issue. This recognised that there were not only additional costs in areas of very dense population, but there were additional costs in providing services in areas with sparse population.
 - Members commented on the reduced level of funding to be received by KCC as a result of the assessed needs methodology. It was therefore paramount to ensure that KCC's response to the consultation strongly articulated the detrimental impact that the reduced funding would have on services as a consequence.
 - The risk of not moving towards the devolution agenda would see Kent and Medway further disadvantaged through reduced powers and funding, as had already been evidenced through Kent's significantly reduced Core Spending Power in comparison to other Councils. It was this Council's duty to do all it could for the people of Kent.

3. RESOLVED that Cabinet note the provisional settlement including the additional grants and grant reductions compared to assumptions in the draft budget published in October before the Autumn Budget statement; and agree to delegate finalising any response to the settlement to the Corporate Director for Finance, in consultation with the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services.

81. Quarterly Performance Report, Q2 2024-2025

(Item 6)

Matthew Wagner, Chief Analyst (Strategy, Policy, Relationships & Corporate Assurance) and David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance were in attendance for this item

1. Mr Wagner outlined the report for Quarter 2 (Q2, 2024/25) which set out the performance data up to the end of September 2024. Mr Wagner noted that of the 40 Key Performance Indicators (KPIs) contained within the QPR, 16 achieved target (Green), and 15 achieved or exceeded the floor standard but did not meet target (Amber). Eight KPIs did not meet the floor standard (Red), and one had no data at time of publication. With regards to Direction of Travel, 11 indicators showed a positive trend (the same as the previous Quarter), 22 were stable or with no clear trend (one more than the previous Quarter), and six were showing a negative trend (one fewer than the previous Quarter). The direction of travel analysis was positive in comparison to Quarter 2 last year when there were four fewer KPIs on an improving trend and six more KPIs on a worsening trend. There were no KPIs that were rated red under Growth, Economic Development and Communities, Environment and Transport, Adult Social Care, or Public Health. Mr Wagner addressed the KPIs assessed as Red, those indicating signs of improvement and those which continued to exceed target.
2. Further to comments and questions from Members it was noted:
 - In response to the % of pupils (with EHCPs) being placed in independent or out of county special schools, the move from Red to Amber was welcomed. A significant amount of work was underway as part of the Special Schools Review which would be integral to improving the trajectory of KPIs going forward. Placements closer to home were essential to a child's education; however, a significant shift that would be taking place as part of the Special School Review was ensuring that schools with the right specialisms were in the right places.
 - From September 2024, inspections of state funded schools no longer included a judgement on overall effectiveness. Inspections in the upcoming academic year would be presented as four grades across the existing sub-categories with the overall rating to be replaced with School Report Cards from September 2025. The KPI for this would therefore no longer be reported on. In terms of whether KCC would look to recreate the overall grade rating, it was initially determined that the Council would not become the accountable body to put something into effect which the government wanted to remove from the inspection arrangements. Discussions were

ongoing as to how to measure and report on school performance data following the reforms introduced by Government.

- The number of properties brought back into active use through the No Use Empty programme remained above target. In Q2 there had been a total of 119 long-term empty properties made fit for occupation through the scheme, bringing the total over the last six months to 257 properties, and the total since 2005 to 8,501. The Kent and Medway Business Fund had also approved loans in the region of £1.64m since July 2023 and continued to support small businesses in Kent.
 - Unaccompanied Asylum Seeking Children (UASC) related matters continued to impact on the KPIs for Integrated Children's Services, primarily in relation to the percentage of case-holding social worker posts held by permanent qualified social workers employed by Kent County Council and percentage of Care Leavers in education, employment or training. Despite the effective and efficient operation of the service, the volume of UASC was significantly impacting on the delivery of children's services.
 - A significant amount of work had been undertaken within the Information Resilience and Transparency team to work with services across the Council to improve Fol request management and reduce the backlog. The backlog had now been cleared due in large part to the tremendous efforts of Ms Kelly Leeson, to whom tributes were paid. Work was still underway to improve completion timescales for Subject Access Requests (SARs).
3. RESOLVED that Cabinet note the Quarter 2 Performance Report and the actions being taken to address areas where performance is not as targeted.

82. Corporate Risk Register

(Item 7)

Mark Scrivener, Head of Risk & Delivery Assurance and David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance were in attendance for this item.

1. Mr Scrivener introduced the report that set out KCC's Corporate Risk Register. The review process had occurred during a challenging and uncertain time for both KCC and the local government sector as a whole, which included the new Government's first Autumn Budget Statement, the delay to the introduction of the European Union's Entry / Exit System (EES) and subsequently, the publication of the English Devolution White Paper and provisional Local Government Finance Settlement. The Corporate Risk Register was a live document and would continue to evolve in light of any new risks that emerged, whether that be threats or opportunities. Mr Scrivener highlighted the new risks, risk reductions and revised risks as set out in the report. The Corporate Risk Register was due to be presented to the Governance and Audit Committee on 23rd January 2025 and then through the Cabinet Committees during the Spring cycle.
2. Further to comments and questions from Members it was noted:

- It was noted that risk **CRR0056 SEND Delivery Improvement and High Needs Funding shortfall** would be separated into two risk profiles. Whilst it had made sense to previously combine the two aspects, there were now different drivers for the risks and subsequently different ratings. As SEND improvements were being addressed through reforms through the service, the Safety Valve targets remained prevalent in their own right and would therefore be reported on separately going forward.
 - It was noted that risk **CRR0015 sustainability of the social care market** would likely remain at an elevated level as Government continued to delay all efforts to resolve issues facing the social care market. However, in relation to the Adult Social Care budget, the late changes to the financial settlement had enabled a further uplift to fees for adult social care providers. It was further noted that Mr Watkins and the Kent Integrated Care Alliance (KICA) had written to Ministers regarding the significant additional costs for social care services and the impact that this would have on the social care budget; most notably the increase in employer National Insurance Contributions, the response to which was awaited. Mr Watkins provided assurance that every effort was being made to ensure that social care funding from government would be used to help providers. The year ahead would undoubtedly prove to be a challenge for the social care sector and expectations would need to be managed as to how those associated risks would change over the course of 2025.
 - In response to how English Devolution would impact on KCC's risk register and the work that would be required to address the changing landscape, it was confirmed that officers would, subject to the outcome of the decision taken by Cabinet, create a programme of work with services and individuals to assess the risks from the bottom up within the organisation. Assessments would then need to be undertaken to identify any strategic implications for both KCC and its partners.
3. The Leader confirmed that, subject to the decision taken by Cabinet regarding the Devolution Priority Programme, there would be considerable challenge in managing the interaction between the change process as part of the local government reform and those elements which would need to remain business as usual. The risks would need to be well represented in the Risk Register.
 4. RESOLVED that Cabinet note the report.

83. English Devolution White Paper (Item 8)

Amanda Beer, Chief Executive Officer, David Whittle, Director of Strategy, Policy, Relationships & Corporate Assurance and Ben Watts, General Counsel were in attendance for this item

1. The Leader introduced the report which detailed the Government's proposal to establish a Devolution Priority Programme and the rationale for Kent County Council's consideration as to:

- (a) whether to request for Kent and Medway to be included in the Devolution Priority Programme; and
 - (b) Given (a) above and the Government programme and timetable, whether to request the Minister to consider postponement of the County Council elections scheduled for May 2025
2. It was noted that at the time of the report publication, no recommendation had been included. Given the wider implications of being accepted on the programme, it had been important to gather views of the wider Council membership via the extraordinary County Council meeting held in the morning so that any decision taken by Cabinet on this matter would be well informed. Having listened carefully to the full debate at County Council and noting the resolution of Council to endorse an application to join the Devolution Priority Programme and request a postponement of the KCC Elections, the Leader put forward the motion that Cabinet consider the following proposal to:
 - (a) Agree to submit a request to government jointly with Medway Council for Kent and Medway to be included in the Devolution Priority Programme; and
 - (b) Agree to request that the Minister for Local Government and English Devolution consider postponing county elections scheduled for May 2025.
3. The following comments were put forward by Cabinet:
 - Members acknowledged the extensive debate held at Full Council
 - The remnants of the current Local Government structures had been created as part of the 1972 Local Government Act, which led to significant reforms in 1974. The issue therefore of making local government more efficient had been a perennial question for a number of years and one which was finally being addressed through the Government's Devolution Priority Programme.
 - Members noted that the Mayoral Strategic Authorities (MSA) would strengthen the Council's ability to act as a strategic authority and acknowledged the strong theme of public service reform through the Government's proposals. However, key information that was not included as part of the Government's English Devolution White paper related to Local Authority debt and how this would be managed as part of any transition to new Council arrangements.
 - Cabinet Members, while recognising the challenges and democratic gap involved with postponing the elections, supported the postponement of elections to ensure that all resources were focussed on the work that would be required to create a Mayoral Strategic Authority alongside reorganisation and maintaining a business as usual approach to the current day-to-day running of the Council.

- Working in partnership with key partners and stakeholders such as Police and Crime Commissioner, Fire Authority, District and Borough Councils and Medway Council on the progression of devolution and local government reorganisation would be of paramount importance in delivering a system that worked for the people of Kent.
- Regarding Highways and Transport, the Devolution Programme would offer a unique opportunity to transform Kent's transportation landscape into one that was more efficient, integrated and responsive to the needs of all residents across greater Kent. There was also the potential that devolution could secure a dedicated ring-fenced budget for transport, thus ensuring that every penny collected through transport related revenues would be reinvested back into improving bus services, repairing roads and making Kents transport systems more robust. Further possible benefits of the devolution programme included financial autonomy, to both plan and execute improvements where they were most needed and the ability to define key route networks that would be tailored to Kent's specific needs, thereby reducing congestion, enhancing safety and enabling more effective traffic management. Devolution could significantly improve bus services and support the exploration of franchising to ensure better service coverage and reliability. All of which would help to boost the local economy, improving access to education, jobs and cultural activities.
- Centralising responsibilities could eliminate inconsistencies and duplications that currently existed across 12 District Councils. It would therefore help to streamline those operations and ensure that all residents, regardless of where they lived in Kent, would have access to uniform and high-quality services.
- Devolution would position Kent to have a stronger voice in land use and transport planning, and a more coherent approach to development that integrated solutions from the outset. The Devolution Programme would offer Kent the opportunity to shape its future rather than simply react. Without devolution, Kent would miss out on significant funding opportunities that could double or triple its current investment capabilities over the next few years.
- Members acknowledged that there were a significant number of 'unknowns' that would need to be addressed should the County Council commit and be accepted by Ministers to being part of the Devolution Priority Programme. A significant amount of work would need to be undertaken at pace to fully scope and understand what would be required to support the creation of a Mayoral Strategic Authority, including such things as the election of the Mayor, the responsibilities of the Mayoral office, costs, staffing structures, capital investments, who would lead on the programme of work, engagement with consultancy firms and general funding. The County Council and its partners would have 12 months to create a Mayoral Strategic Authority (MSA) and be in a position to hold the first elections for the Mayor by May 2026 and deliver a significant local government reorganisation by April 2027 or April 2028.

- Members commented that the establishment of a Mayoral Strategic Authority would help to support the local business sector and local economy to expand and to deliver greater progress through effective use of local strategic planning.
 - It was acknowledged that whilst the Devolution Programme would present a number of risks, the risk of doing nothing and falling behind other local authority areas outweighed the risks that the Council would encounter should it be accepted onto the Devolution Priority Programme.
 - Local government reform should not be viewed as a negative reflection of the services that were delivered by the current tiers of local government, nor the people that delivered those services but rather an opportunity to streamline and improve. It was noted that despite good work in the current system, public perception of two-tier systems of local government continued to be that it was unwieldy and confusing.
 - Members commented on the importance of transparency with stakeholders as this would be key to progression and delivering the local government reforms
4. The Leader summarised the discussion and acknowledged the implications that would be inherent to embarking on the Priority Devolution Programme. He also noted that the Devolution Programme would not directly address the financial problems of the Council; in particular that, through a combination of unprecedented pressures in Adult Social Care and Children's Services and the historic removal of local government's strategic planning powers, a significant deficit had been created. All of which could and must be addressed through strategic leadership, which is what the Devolution Programme would provide. The Leader thanked Cabinet Members, Members of the County Council who had engaged in the debates and Medway Council with whom KCC had worked extremely closely in taking forward the Devolution Priority Programme application. Work would continue with all stakeholders, including District and Borough colleagues to ensure a timely and effective delivery of the tasks at hand. Further thanks was paid to officers who had supported the programme and the tremendous amount of work that had been done to date.
5. Mr Love suggested and the Leader and Cabinet agreed to the following amendment (as set out in paragraph 2) to the proposal set out by the Leader at the start of the item:
1. **Agree** to submit a request to Government, jointly with Medway Council, for Kent and Medway to be included in the Devolution Priority Programme
 2. **Note** that acceptance onto the Devolution Priority Programme will commit Kent and Medway to elections to a new Mayoral Strategic Authority (MSA) in May 2026 and implementation of local government reorganisation by either April 2027 or April 2028
 3. **Agree** to request that the Minister for Local Government and English Devolution consider postponing County elections scheduled for May 2025

6. Following the debate, the Leader proposed and Mr Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, seconded the above motion that Cabinet:
 1. **Agree** to submit a request to Government, jointly with Medway Council, for Kent and Medway to be included in the Devolution Priority Programme
 2. **Note** that acceptance onto the Devolution Priority Programme will commit Kent and Medway to elections to a new Mayoral Strategic Authority (MSA) in May 2026 and implementation of local government reorganisation by either April 2027 or April 2028
 3. **Agree** to request that the Minister for Local Government and English Devolution consider postponing County elections scheduled for May 2025
7. RESOLVED that Cabinet:
 1. **Agree** to submit a request to Government, jointly with Medway Council, for Kent and Medway to be included in the Devolution Priority Programme;
 2. **Note** that acceptance onto the Devolution Priority Programme will commit Kent and Medway to elections to a new Mayoral Strategic Authority (MSA) in May 2026 and implementation of local government reorganisation by either April 2027 or April 2028; and
 3. **Agree** to request that the Minister for Local Government and English Devolution consider postponing County elections scheduled for May 2025

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From: Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Peter Oakford
Interim Corporate Director Finance, John Betts

To: Cabinet, 30 January 2025

Subject: Revenue and Capital Budget Monitoring Report – November 2024-25

Classification: Unrestricted

Summary:

The attached report sets out the revenue and capital budget monitoring position as at November 2024-25. This report is one month earlier in the monitoring timetable than is usually presented to Cabinet and aims to provide Members with a more timely budget monitoring update in advance of the 2025-26 Budget County Council in February 2025.

The report also provides detail on the progress on the delivery of savings in the 2024-25 revenue budget, capital cash limit changes made between October and November 2024, and monitoring updates for Treasury Management, Prudential Indicators and Reserves. This covering report also provides a narrative update on in year progress and reconfirms the actions being taken to mitigate the overspend.

Recommendation(s):

Cabinet is asked to:

- a) NOTE the forecast revenue overspend of £23.3m (excluding Schools) and the actions being taken to mitigate the forecast overspend
- b) NOTE the forecast overspend on Schools' Delegated Budgets of £30.4m.
- c) NOTE the forecast capital underspend of £111.6m.
- d) NOTE the progress on the delivery of savings.
- e) AGREE the Capital budget changes.
- f) NOTE the Reserves, Treasury Management and Prudential Indicators monitoring

1. Introduction

- 1.1 The Quarter 3 2024-25 budget monitoring report being presented sets out the revenue and capital forecast position.

2 Revenue and Capital Budget Monitoring Report

- 2.1 The attached report sets out the overall forecast position as at Quarter 3 of 2024-25, which is a revenue overspend of +£23.3m and a capital underspend of -£111.6m.
- 2.2 The forecast revenue outturn position of +£23.3m (excluding schools), represents 1.6% of the revenue budget. The forecast outturn position has decreased by £3.5m compared with the forecast position in September 2024-25 (Quarter 2). Whilst it should be recognised that this is an improvement in the position compared with Quarter 2, it

is still a concern for the authority and presents a risk to the Council's future financial sustainability.

- 2.3 The position in Adult Social Care & Health continues to be the main focus and the reported overspend has increased by £2.9m and is now £35.4m. This is as a result of a combination of savings not being delivered in 2024-25 (£26.2m) and other service related pressures (£9.2m).
- 2.3 The improvement in the position overall is largely as a result of the £9.9m underspend in the Children, Young People & Education (CYPE) directorate (£3.1m in Quarter 2). Home to School & College Transport costs have been lower, as a result of a concentrated, transformational review of the service, which has resulted in a greater proportion of children receiving a Personal Transport Budget (PTB) and lower costs of hired transport resulting from the successful retendering of contracts. This contributes to £8.6m of the CYPE underspend.
- 2.4 The Chief Executive's Department (£1.2m), Deputy Chief Executive's Department (£3.0m) and Non Attributable Costs (£7.0m) have maintained their underspend positions which partly mitigate the overspends reported in Adult Social Care & Health (£35.4m), Growth, Environment & Transport (£6.3m) and Corporately Held Budgets (£2.6m).

3. **Mitigating the Forecast Overspend**

- 3.1 There are a number of factors to consider in response to the forecast overspend:
- Understanding the drivers for the overspend, particularly in the Adult Social Care & Health (ASCH) directorate
 - Actions being taken this year to manage the forecast overspend in ASCH
 - Actions being taken elsewhere in the Council to offset the overspend
- 3.2 The rest of this section takes these factors in turn.
- 3.3 The financial challenges facing the Council are similar to many upper-tier local authorities. As mentioned in the previous Quarter's monitoring report, the annual survey conducted by the Association of Directors of Adult Social Services (ADASS) indicated that 81% of councils are on course to overspend on their adult social care budget in the current financial year. The ASCH directorate has a forecast net overspend of +£35.4m, of which £26.2m relates to savings which are unable to be delivered in 2024-25 and £9.2m of the overspend relates to other service-related pressures. The drivers of cost are not simply a matter of additional demand, reflected through an increased number of clients. The absolute increase in client numbers requiring support remains relatively modest. The increase in spending is largely driven by increases in the costs (both complexity and inflationary) of new social care placements with providers. The savings that are currently forecast not to be delivered in 2024-25 are largely due to be delivered in subsequent years and this is built into the revenue draft budget for 2025-26, alongside a consideration of the robustness and deliverability of these savings.
- 3.4 None of this detracts from the need to take action within the ASCH directorate to reduce the forecast in-year overspend, as far as is possible. Panels remain in place to ensure that social care need is being met in the most cost effective manner and the role and effectiveness of these panels is being reviewed by senior management. External consultants continue to work closely with ASCH front line staff to identify more effective practice that will deliver cashable savings and reduce the forecast overspend trajectory. There is work to bolster multi-disciplinary decision-making and to maximise

enabling and preventative interventions designed to reduce cost through stemming demand and improving more cost effective practice. A rapid review of current savings plans has been undertaken to identify where savings may be accelerated and where new savings may at least partly offset the overspend in this financial year. There is also work being undertaken on reablement and therapies, designed to test whether a short period of intensive support and intervention will lead to better outcomes and cashable savings, supporting clients to be more independent. All of these activities are consistent with the objective of delivering New Models of Care and Support within Framing Kent's Future.

- 3.5 As is noted in Sections 2.3 and 2.4 above, the rest of the Council is generally underspending, which partly offsets the overspend in ASCH. In GET, actions are being taken to reduce spend, but the overspend is largely due to the national English National Concessionary Travel Scheme, Waste Facilities & Recycling Centres and Highway Asset Management.
- 3.6 Throughout the organisation spending controls remain in place. For example, specific levels of approval continue to be required for any recruitment activity. Requisitions are reviewed for appropriateness and compliance with spending control requirements. This should all contribute towards further reducing the overspend.
- 3.6 It is essential that these additional actions, alongside the delivery of our MTFP savings, continue as we move towards the end of the financial year. This will help minimise the need for a drawdown from reserves at year end, which would otherwise weaken the Council's financial resilience. The impact on reserves can be seen in Section 7 of the report.

4 Other Factors

- 4.1 Schools' Delegated budgets are reporting an overspend of +£30.4m. This reflects the impact of high demand for additional SEN support and greater demand for specialist provision. In 2022-23, the Council entered the DfE's Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery. This includes annual funding from the DfE, totalling £140m by 2027-28 to pay off part of the deficit but only if the Council can demonstrate and deliver a credible plan. Over the same period the Council is also expected to contribute towards the residual deficit estimated to total over £80m.
- 4.2 There is a savings target of £111.2m (excluding changes in grant income and the removal of one-off or undelivered savings in previous years). Currently, £80.3m of savings are forecast to be achieved.
- 4.3 The forecast outturn capital position is a real overspend of £12.9m and a rephasing variance of -£124.5m, so a net underspend of £111.6m.

4. Recommendation(s)

Cabinet is asked to:

- a) NOTE the forecast revenue overspend of £23.3m (excluding Schools).
- b) NOTE the forecast overspend on Schools' Delegated Budgets of £30.4m.
- c) NOTE the forecast capital underspend of £111.6m.

d) NOTE the progress on the delivery of savings.

e) AGREE the Capital budget changes.

f) NOTE the Reserves, Treasury Management and Prudential Indicators Monitoring

5. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Cabinet

DECISION NUMBER:

24/00108

For publication [Do not include information which is exempt from publication under schedule 12a of the Local Government Act 1972]

Key decision: NO

Key decision criteria. The decision will:

- a) result in savings or expenditure which is significant having regard to the budget for the service or function (currently defined by the Council as in excess of £1,000,000); or
- b) be significant in terms of its effects on a significant proportion of the community living or working within two or more electoral divisions – which will include those decisions that involve:
 - the adoption or significant amendment of major strategies or frameworks;
 - significant service developments, significant service reductions, or significant changes in the way that services are delivered, whether County-wide or in a particular locality.

Subject Matter / Title of Decision: Revenue and Capital Budget Monitoring Report – September 2024-2025

Decision:

The Cabinet agree to:

- a) note the forecast revenue overspend of £23.3m (excluding Schools' Delegated Budgets)
- b) Note the forecast overspend on Schools' Delegated Budgets of £30.4m
- c) Note the forecast capital underspend of £111.6m
- d) Note the progress on the delivery of savings
- e) Note and **agree** the Capital budget changes
- f) Note the Reserves, Treasury Management and Prudential Indicators Monitoring

Reason(s) for decision:

The Quarter 3 position for the Council needs to be noted by Cabinet. The capital budget changes need to be agreed by Cabinet.

Cabinet Committee recommendations and other consultation:

A report will be presented to Cabinet on 30 January 2025.

Any alternatives considered and rejected:

None

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

Finance Monitoring Report

As at November 2024-25 – Quarter 3



By Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services, Peter Oakford
Interim Corporate Director Finance, John Betts
Corporate Directors

To Cabinet – 30 January 2025

Unrestricted

Page 17

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Contents

1 Introduction and Headlines	4
2 Recommendations	5
3 Revenue Budget Forecast	6
3a Adult Social Care & Health including Public Health	8
3b Children, Young People & Education	12
3c Growth, Environment & Transport	15
3d Chief Executive's Department	18
3e Deputy Chief Executive's Department	20
3f Non Attributable Costs including Corporately Held Budgets	22
3g Schools' Delegated Budgets	24
4 Revenue Budget Savings	29
4a Adult Social Care & Health Savings	31
4b Growth, Environment & Transport Savings	31
4c Corporately Held Budgets Savings	35
4d Alternative Savings	36
5 Capital Budget Forecast	37
5a Adult Social Care & Health	38
5b Children, Young People & Education	38
5c Growth, Environment & Transport	40
5d Chief Executive's Department	44
5e Deputy Chief Executive's Department	44
6 Capital Budget Changes	46
7 Reserves Monitoring	47
8 Treasury Management Monitoring	49
9 Appendices	54

1 | Introduction and Headlines

This report provides an update on the Council's revenue and capital financial position as at Quarter 3 2024-25. The report also provides detail on the progress on the delivery savings in the 2024-25 revenue budget, capital cash limit changes made during October and November 2024, and monitoring updates for Treasury Management, Prudential Indicators and Reserves.

- The Council is forecasting a revenue overspend of £23.3m (excluding schools)
- The revenue overspend has reduced by £3.5m compared with the position at Quarter 2
- Schools' Delegated Budgets are forecasting a £30.4m overspend
- The Council has a savings target of £111.2m (excluding changes in grant income and the removal of one-off or undelivered savings in previous years). Currently, £80.3m of savings are forecast to be achieved
- The Council is forecasting a real variance of £12.9m and a rephasing variance of -£124.5m on the capital programme, so a net underspend of £111.6m

Changes to the administration's draft revenue budget 2025-26 and high-level plans for 2026-27 and 2027-28 have been published for further Cabinet Committee scrutiny during January. The January reports also include the draft capital programme. The updated plans include the grant changes in the provisional Local Government Finance Settlement published on 18th December, provisional Council Tax base and collection fund estimates from districts, updated full year impacts from Quarter 2 2024-25 budget monitoring, latest inflation forecasts from Office for Budget Responsibility and updated spending trends and savings/income plans. The administration's draft budget for 2025-26 is balanced and MTFP broadly balanced over the three-year period, albeit the 2025-26 draft budget continues to rely on some one-offs, and multi-year settlements from government have not yet been announced.

Forecast spending growth continues to significantly exceed the forecast funding requiring savings and income to balance the budget. Spending growth includes base budget changes to reflect full year effect of forecast spending variances from the Quarter 2 2024-25 monitoring, forecast increases in prices (including full year effect of current year price uplifts), forecast changes in demand and other non-inflationary factors affecting costs, and increases in pay. The savings represent a net figure including positive amounts for the removal of one-off savings and previously agreed savings which have now been confirmed as irrecoverable (savings that were previously included in budget plans which have now been rephased are effectively rolled forward into subsequent years), as well as negative amounts for the full year effect of previously agreed savings and new savings proposals.

A final draft is presented to Cabinet at the end of January for endorsement (at the same meeting as the Quarter 3 budget monitoring). The draft budget, MTFP and capital programme will be considered and approved by full Council at the annual budget meeting on 13th February 2025.

2 | Recommendations

2.1 Note the forecast revenue overspend of £23.3m (excluding Schools) Please refer to Section 3

2.2	Note the forecast overspend on Schools' Delegated Budgets of £30.4m	Please refer to Section 3g
2.3	Note the forecast capital underspend of £111.6m	Please refer to Section 6
2.4	Consider and note the progress on the delivery of savings	Please refer to Section 4
2.5	Note and agree the Capital budget changes	Please refer to Section 7
2.6	Note the Reserves Monitoring, Treasury Management and Prudential Indicators Monitoring	Please refer to Section 7, 8, and Appendix 3

3 | Revenue Budget Forecast

The forecast revenue outturn position is an overspend of +£23.3m (excluding schools), which represents 1.6% of the revenue budget. The forecast outturn position has reduced by £3.5m compared with the forecast position at Quarter 2. Whilst the underspend had reduced, the position is still a concern for the authority and presents a serious risk to the Council’s future financial sustainability. It is essential that action is taken to reduce the 2024-25 forecast outturn to as close to a balanced position as possible to limit the need for drawdown from reserves at year end which would further weaken the Council’s financial resilience and increase the requirement to replenish reserves in future years. The impact on reserves can be seen in Section 7.

Overspends are being reported in Adult Social Care & Health (+£35.4m), Growth Environment & Transport (+£6.3m) and Corporately Held Budgets (+£2.6m). Underspends are being reported in Children, Young People & Education Department (-£9.9m), Chief Executive’s Department (-£1.2m), Deputy Chief Executive’s Department (-£3.0m) and Non Attributable Costs (-£7.0m). The report details Key Service Line variances by Directorate. Schools’ Delegated Budgets is currently forecasting an overspend of £30.4m.

Delivery of savings is a crucial component of the Council’s forecast position for 2024-25 and the forecast currently indicates that savings of £80.3m will be delivered. The Strategic Reset Programme (SRP) Team is monitoring savings working alongside the Directorates, Finance Business Partners and performance and analytics. Non delivery of these savings will have a significant impact on future years’ budgets.

All figures in £m

Directorate	Revenue	Revenue	Revenue	%
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	Budget	Forecast	Variance	Variance
Adult Social Care & Health	586.1	621.6	+35.4	+6.0%
Children, Young People & Education	430.6	420.8	-9.9	-2.3%
Growth, Environment & Transport	202.9	209.2	+6.3	+3.1%
Chief Executive's Department	30.5	29.3	-1.2	-3.9%
Deputy Chief Executive's Department	82.2	79.2	-3.0	-3.6%
Non Attributable Costs	102.4	95.4	-7.0	-6.8%
Corporately Held Budgets	-2.4	0.2	+2.6	-107.5%
Directorates Position	1,432.3	1,455.6	+ 23.3	+1.6%
Schools' Delegated Budgets	0.0	30.4	+30.4	
Overall Position	1,432.3	1,486.0	+53.7	

3a | Adult Social Care & Health including Public Health

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Adult Social Care & Health Operations	524.7	588.4	+63.7
Strategic Management & Directorate Budgets	39.3	10.0	-29.3
Strategic Commissioning (Integrated & Adults)	22.1	23.2	+1.0
Public Health	0.0	0.0	0.0
Total	586.1	621.6	+35.4

The Adult Social Care & Health directorate has a projected net overspend of +£35.4m of which £26.2m relates to savings unable to be delivered in this year, leaving £9.2m of other service related pressures.

The forecast assumes that £19.1m of savings have been delivered, and that a further £9.7m will be delivered to the end of the financial year.

Details of the significant variances are shown on the following page. Savings monitoring for Adult Social Care & Health including Public Health is in Section 4a.

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Older People - Residential Care Services	97.5	124.9	+27.4	Pressure from slippage in savings programme	+£10.7m pressure on this service line relates to slippage in savings activity, and +£12.4m from pressures relating to client activity. Other pressures on this service line include a +£1.6m increase in contributions to the provision for bad and doubtful debts, and +£2.8m from costs relating to the previous financial year due to additional backdated client activity above the level accrued for.
Adult Mental Health - Community Based Services	21.2	30.2	+9.0	Activity and price pressures beyond budgeted levels, and slippage in savings programme.	+£4.2m pressure relates to more people receiving supported living care packages, including an increase in average hours provided per person to meet more complex needs. Other pressures include +£4.6m from slippage in savings activity, +£0.3m from costs relating to the previous financial year.
Older People - Community Based Services	35.4	41.7	+6.3	Activity and price pressures beyond budgeted levels	+£3.4m pressure relates to homecare services where there has been an increase in the average number of hours of support provided. Other pressures include +£4.5m from savings which are no longer anticipated to be achieved this financial year, and a +£0.5m increase on contributions to the provision for bad and doubtful debts. The above pressures are offset by forecast underspends across other older people community based services of -£1.6m, and estimated benefit from unrealised creditors from the previous financial year - £0.5m.
Adult Physical Disability - Community Based Services	32.9	37.7	+4.9	Increases in Supported Living care packages	+£3.0m pressure relates to people receiving supported living services with higher cost packages. Other pressures include +£2.0m from savings which are no longer anticipated to be achieved this financial year, and a +£0.4m increase on contributions to the provision for bad and doubtful debts. Above pressures are partly offset by -£0.5m estimated benefit from unrealised creditors from the previous financial year.
Adult Learning Disability -	127.1	129.5	+2.4	Increases in	+£2.9m of the overspend relates to people receiving supported living

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Community Based Services & Support for Carers				Supported Living care packages	<p>services which is driven in the main by increased activity in terms of hours of support being provided.</p> <p>Other pressures include +£0.1m from savings which are no longer expected to be achieved this financial year, and +£0.3m from contributions to the provision for bad and doubtful debts.</p> <p>The above pressures are offset by -£0.8m estimated benefit from unrealised creditors from the previous financial year.</p>
Adult Physical Disability - Residential Care Services	24.5	28.8	+4.3	Activity pressures beyond budgeted levels	<p>+£3.6m overspend relates to people accessing nursing and residential care services, with increases in activity exceeding budgeted levels.</p> <p>Other pressures include +£0.3m from savings no longer expected to be achieved this financial year, and +£0.4m from contributions to the provision for bad and doubtful debts.</p>
Adult Mental Health - Residential Care Services	21.4	23.7	+2.3	Activity pressures beyond budgeted levels	<p>+£1.4m overspend relates to people accessing nursing and residential care services, with increases in activity exceeding budgeted levels.</p> <p>Other pressures include +£0.2m from savings no longer expected to be achieved this financial year, and +£0.7m from contributions to the provision for bad and doubtful debts.</p>
Older People - In House Provision	16.0	18.5	+2.5	Service pressures on In House Residential Units	<p>+£2.7m relates to budget pressures across Gravesham Place, Broadmeadow, Westbrook, and Westview short break units due to staffing pressures arising from increasing staffing levels to maximise bed capacity and use of agency staff to provide additional capacity and cover for unplanned absences, alongside pressure on Westbrook and Westview from increasing energy costs.</p> <p>Above pressures offset by -£0.2m forecast underspends across other Older Person In House Residential and Daycare services.</p>
Adult Case Management & Assessment Services	40.7	42.6	+1.9	Staffing pressures across front line services	<p>Pressure across front line social work teams and referral services due to reducing vacancy rates and use of agency staff, alongside funding pressures related to retaining and attracting social work staff, costs associated with early retirements following a service reorganisation,</p>

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
					and additional posts recruited to drive service improvement and organisational change.
Older People & Physical Disability Carer Support - Commissioned	1.7	2.6	+0.9	Activity pressures beyond budgeted levels	Increasing levels of activity and costs associated with carer respite.
Provision for Demographic Growth - Residential Based Services	12.5	1.0	-11.5	Release of centrally held funds	This is the release of centrally held funds to partly offset pressures across ASCH operations.
Provision for Demographic Growth - Community Based Services	15.8	1.2	-14.5	Release of centrally held funds	This is the release of centrally held funds to partly offset pressures across ASCH operations.

3b | Children, Young People & Education

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Education & Special Educational Needs	125.6	120.6	-5.0
Integrated Children's Services (Operations and County Wide)	300.8	295.5	-5.3
Strategic Management & Directorate Budgets	4.3	4.7	+0.4
Total	430.7	420.8	-9.9

The Children, Young People & Education directorate is projected to be underspent by -£9.9m, this is formed from several significant variances. Integrated Children's Services (Operations and Countywide) is forecasting an initial net underspend of -£5.3m, mainly related to an underspend on community based services for young adults with disabilities. Education & Special Educational Needs are forecasting a net underspend of -£5m primarily due to an underspend on Home to School Transport, which offsets pressures in Looked After Children with Disability, services for schools and Community, Learning & Skills.

Details of the significant variances are shown below:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Community Learning & Skills (CLS)	-0.1	0.7	+0.8	Reduction in fee income from September	Funding rule changes for the new academic year are forecast to result in a reduction in fee income expected from September onwards, where the service is reorganising to meet the requirements of the Government's priorities for adult education services. Mitigating actions are being explored to reduce the impact of this, both in-year and future years.
Other School Services	5.8	7.9	+2.1	Pressures arising from ensuring sufficient school places, higher number of school related redundancies and legal costs.	Delays in basic need projects have resulted in the continual use of more temporary accommodation to ensure sufficient school places are available (+£1.2m). The forecast also continues to include a £0.8m contingency for possible abortive costs or school building cost that cannot be charged to capital – these costs can sometimes appear late in the financial year. In addition, a rise in the number of school reorganisations required to ensure schools remain financially sustainable is leading to an increase in requests for school based staff redundancy payments (+£0.3m). Other overspends include school personnel services (additional charges from the teachers pension agency and higher use of headteacher recruitment). Legal costs, related to schools including capital projects & academisation, are forecast to remain at a higher level in 2024-25 where costs previously charged to capital must now be charged to revenue, along with a general rise in costs. These overspends are being partially offset by -£0.8m of RAAC funding from the DfE.
Adult Learning & Physical Disability Pathway - Community Based Services	46.7	43.5	-3.2	Underspends across most services	Forecasting underspends across most community services, but mainly Supported living (-£2.8m) and Home Care (-£0.5m) due to lower than anticipated costs.
Home to School & College Transport	96.3	87.7	-8.6	Lower cost of hired transport	Whilst the number of SEN children being transported is in line with the budget assumption the average cost has been lower, this is due to a combination of more children receiving a PTB and lower costs of hired transport (which has partly resulted from the retender of contracts relating to

					2 special schools). A contingency has been added to reflect likely increases in pupil numbers and unit costs before the end of the financial year.
Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8.3	6.5	-1.8	One-off extra CHC funding	Due to the high cost of the placements - a very small reduction in placements can lead to large under or overspends. Additional one-off Continuing Health Care funding received for a number of placements (-£0.9m)
Looked After Children (with Disability) - Care & Support	22.5	27.1	+4.5	Pressures on residential care and semi independent	The number of children placed in residential and semi-independent is continuing to grow, due to a lack of more cost effective placements such as fostering. Due to a lack of suitable alternatives and adverse market conditions, the rising average cost is also resulting in an overall pressure on both residential care (£2.2m) and semi-independent (£2.3m).
Looked After Children – Care & Support	101.8	102.5	+0.7	Higher use of more costly external placements	The number of LAC has reduced since the start of year but the number of external placements has remained static – reflecting the ongoing challenge of a reducing number of in-house foster carers. The forecast also reflects the continual increase in the costs across all external placements beyond that assumed in the budget. This forecast also includes a one-off grant to support additional costs resulting from introduction of new requirements for 16 & 17 year old regulated accommodation (-£1.7m), the continuation of the grant funding in 2025-26 has recently been confirmed.
Children's Social Work Services – Assessment & Safeguarding Service	52.1	50.9	-1.2	Vacancies	General vacancies across the children social work service where there are difficulties in recruitment in some areas of the county, along with general delays in recruitment. This includes vacancies across social work, linked management & business support. Total underspend is equivalent to 2.2% of the budget.
Care Leavers Service	5.6	4.7	-0.9	Lower number & average cost of placements	The average cost of placements for young people has reduced where a greater proportion are being placed in more cost-effective solutions under the new supported accommodation contract (rather than semi-independent). The number of young people requiring a placement is also lower than budget where alternative arrangements are secured.

Family Hubs	8.4	7.2	-1.2	Restructure & vacancies	Savings resulting from the restructure have been realised more quickly than initially assumed in the MTFP including lower costs associated with redundancies, resulting in an additional saving in 24-25 of approximately -£0.7m. The remaining underspend relates to higher levels of vacancies post restructure, along with savings on non-staffing budgets.
Children in Need – Care & Support	3.8	3.1	-0.7	Lower use of supported accommodation & section 17	There has been lower uptake on the use of supported accommodation than assumed under the new contract. In addition, there has been lower use of Section 17 funding than expected including delays in the recruitment of family link workers

3c | Growth, Environment & Transport

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Environment & Circular Economy	97.3	99.9	+2.6
Growth & Communities	31.3	29.9	-1.4
Highways & Transportation	72.9	78.1	+5.2
Strategic Management & Directorate Budgets	1.4	1.3	-0.1
Total	202.9	209.2	+6.3

The Growth, Environment & Transport Directorate is projected to be overspent by £6.3m. All services/budgets across the directorate will continue to review their staffing and spend levels to ensure only essential spend is incurred and income/activity levels will continue to be reviewed and reflected. The unavoidable pressures will be realigned in the MTFP.

Details of the significant variances are shown on the following page:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
English National Concessionary Travel Scheme (ENCTS)	13.0	16.4	+3.4	Update to DfT Re-imburement Calculator	In November 2023, the DfT announced changes to the re-imburement calculator for the ENCTS scheme. The changes to the calculator were based on updating a number of key re-imburement factors/inflation factors, that had not updated since the launch of the scheme. The impact of these changes is to raise the re-imburement level for ENCTS acceptance by a bus operator. KCC follows the DfT re-imburement calculator for the payment of ENCTS re-imburement to bus operators and this has presented a +£3m pressure. This is proposed to be realigned in the 2025-26 budget.
Waste Facilities & Recycling Centres	38.8	40.6	+1.8	Paused HWRC saving, unachievable compost saving and reduced income	Part of the projected overspend is due to the proposed consultation on the review of HWRC sites (Waste) being delayed (+£0.5m). The overspend is the non-delivery of the 2023-24 part-year effect of the planned 2-year £1.5m budget reduction. This is proposed to be realigned in the 2025-26 budget. A budgeted saving to renegotiate the rate of a green waste contract is no longer possible as the contractor was taken over and the new owner declined the offer to renegotiate the contract. The saving is no longer deliverable (+£0.6m). In addition, there was a savings target from Reuse (£0.2m) and Small Business trade waste (£0.2m) and both will not be delivered in the current period. The re-use shop at Allington will be operational in 25-26. Alternative savings (a marketing campaign to enhance the offering at Waste Transfer Stations) is being identified to offset the trade waste target as cost recovery, health and safety and operational issues have identified that delivering this service at HWRCs is not viable. The remaining variance relates primarily to inflationary increases for fixed management across Transfer Stations and HWRC sites above the amount estimated in the budget (+£0.3m).
Highway Assets Management	38.7	40.1	+1.4	Chestfield tunnel costs and other price/demand pressures partially offset by energy underspend	The emergency works to repair and replace jet fans in the Chestfield tunnel have required a contraflow to be put in place and the expense of this and other associated revenue costs (temporary repairs) have resulted in a significant

and additional income

overspend (+£0.9m). The replacement of the fans in 25-26 will be capital expenditure.

Pressures continue to be reported in Inspections and general maintenance across East/West Kent budgets with prices above budgeted inflation and increased works due to the condition of the network and necessary safety critical works (+£1.8m combined).

Additional pressures relate to the Road of Remembrance landslip in Folkestone (+£0.5m), together with the costs of various highway collapses (+£0.4m), and the impact of wet weather events on the drainage budget (+£0.3m).

These overspends are partially offset by an underspend on Streetlight and Tunnels energy, due to a one-off rebate following the reconciliation of winter 23-24 usage plus confirmation of reduced summer and winter prices for electricity (-£0.9m), as well as additional income (-£1.9m)

Page 33

Residual Waste	52.6	53.4	+0.8	Increased tonnes offset by lower than budgeted price	An overspend primarily resulting from additional tonnes (+£1.6m) is offset by reduced prices primarily for Allington Waste to Energy plant, as the contractual uplift based on April RPI was lower than the budgeted estimate (-£0.8m).
Community Protection	12.0	11.3	-0.7	Increased income	Variance is mainly due to an increase in income for Trading Standards from the Office for Product Safety and Standards (OPSS) for Ports and Borders work (-£0.3m) as well as a high turnover of Coroners staff meaning there are always a number of vacancies and posts that cannot be filled quickly (-£0.3m).
Highways & Transportation divisional management costs	4.0	4.4	+0.4	Galley Hill Road / Swanscombe Quarry collapse	Costs associated with the Galley Hill Road/Swanscombe Quarry collapse including necessary traffic management, surveys and legal costs.
Libraries, Registration & Archives	11.1	10.5	-0.5	Additional income	The underspend results from additional Registration and Certificate Centre income. This is proposed for realignment in the 25-26 MTFP.

3d | Chief Executive's Department

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Commercial & Procurement	3.1	3.0	-0.1
Finance	14.1	13.8	-0.3
Governance, Law & Democracy	8.4	8.1	-0.3
Strategy, Policy, Relationships & Corporate Assurance	5.6	5.6	0.0
Strategic Management & Departmental Budgets	-0.7	-1.2	-0.5
Total	30.5	29.3	-1.2

The Chief Executive's Department is projected to underspend by -£1.2m.

Details of the significant variances are shown on the following page:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Local Member Grants	1.0	0.9	-0.1	Currently uncommitted member grants	This underspend reflects current forecast activity. Members had to commit spend by mid-November 2024 as this year precedes County Council elections in May 25.
Strategic Management & Departmental Budgets	-0.7	-1.2	-0.5	Additional internal overhead charge made to Public Health.	Majority of underspend due to revised internal overhead charge made to Public Health in line with policy and to align with Public Health forecast .
Finance	10.3	10.0	-0.3	Vacancy management and additional expected recharge to the Pension Fund.	There are underspends in a number of finance teams due to staff vacancies. This is combined with additional income expected from the Pension Fund in early delivery of the 2025-26 MTFP.
Commercial & Procurement	3.1	3.0	-0.1	Vacancy management offset by reduced expected income	Majority of the underspend is due to management action to reduce spend by deferring appointments to new posts. This is offset by reduced expected income from Oxygen Finance which is now expected to be delivered in 2025-26.
Governance & Law	7.5	7.3	-0.2	Additional expenditure on subscriptions, legal and specialist's fees are offset by savings in appeals, member travel and staffing. Additional legal income is also expected.	Additional expenditure on subscriptions, legal and specialist fees are offset by savings in appeals, which are possibly due to the use of virtual hearings and existing internal resources. There is also additional member travel and staffing savings. The staff savings are due to vacancy management. Finally additional legal income is expected.

3e | Deputy Chief Executive's Department

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Corporate Landlord	29.0	26.6	-2.4
Human Resources & Organisational Development	5.4	5.1	-0.3
Infrastructure	8.8	8.9	0.0
Marketing & Resident Experience	6.9	6.9	0.0
Technology	26.1	26.1	0.0
Strategic Management & Departmental Budgets	5.9	5.6	-0.3
Total	82.2	79.2	-3.0

The Deputy Chief Executive's Department is projected to underspend by -£3m of which £1.2m relates to early delivery of 2025-26 savings and £0.8m is as the result of one-off in-year refunds and back-dated rent receipts.

Details of the significant variances on the General Fund are shown on the following page:

All figures in £m

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Corporate Landlord	29.0	26.6	-2.4	Utilities underspend due to reduced costs, in-year refunds and asset disposals.	Underspend due principally to early delivery of 2025-26 MTFP: change in asset base through disposals or change of use – together with in-year refunds for vacated sites and back-dated rent increases.
Strategic Management & Departmental Support	1.4	1.2	-0.3	Vacancy management	Majority of underspend due to holding vacancies pending decisions on timing of appointments to key posts.
Human Resources & Organisational Development	5.4	5.1	-0.3	Kent Graduate Programme (KGP) timelines, salary sacrifice schemes and vacancy management	Changes to the recruitment timeline on the Kent Graduate Programme (KGP) leading to an in-year underspend; increased take up of salary sacrifice schemes leading to NI rebates; staffing vacancies.

3f | Non Attributable Costs including Corporately Held Budgets

All figures in £m

	Revenue Budget	Revenue Forecast	Revenue Variance
Non Attributable Costs	102.4	95.4	-7.0
Corporately Held Budgets	-2.4	0.2	+2.6
Total	100.0	95.6	-4.4

The forecast underspend for Non Attributable Costs including Corporately Held Budgets is -£4.4m. Details of the significant variances are shown on the following page:

Key Service	Revenue Budget	Revenue Forecast	Revenue Variance	Summary	Detail
Non Attributable Costs	102.4	95.4	-7.0	Higher income from investments & additional income from business rate compensation grant and business rates levies	<p>-£1.3m high forecast return on investments, partially offset by higher interest payments to third parties. This also reflects a contribution to debt costs from the Home Office grant related to the new Unaccompanied Asylum Seeker reception centres. The underspend has reduced since Quarter 1 reflecting the reduction in the Bank of England base rate at the beginning of August, together with higher than forecast spend in July and August leading to lower cash balances and a consequential reduction in investment income.</p> <p>-£2.2m additional business rate compensation grant for freeze of multiplier and temporary discounts and -£2.6m additional share of retained business rates levies for 2022-23 and 2023-24 through business rates pool. Both of these figures are provisional and subject to the District Council audits.</p>
Corporately Held Budgets	-2.4	0.2	+2.6	Undeliverable Savings	<p>The 2024-25 budget included an estimated saving of £2.3m, held corporately, from further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service levels. Any savings being achieved from contract renewals are/will be contained within the directorate forecasts and therefore to avoid any double counting this is being forecast as not being delivered in CHB.</p> <p>+£0.75m - The planned savings from a reduction in the use of Agency staff are/will be reflected within the individual directorate forecasts and therefore to avoid any double counting this is being forecast as not being delivered in CHB. Delivery plans are still to be confirmed before this saving can be allocated to services for 2025-26 subject to HROD agreeing a methodology with CMT.</p> <p>-£0.3m It has been confirmed by GET directorate that only £0.2m of the £0.5m waste provision for potential increased costs of waste collection/disposal from ceasing Inter Authority Agency payments to the four Districts whose IAA expired in March/April is required.</p> <p>-£0.2m Release of the residual pay provision, which will be included as a saving in 2025-26 budget.</p>

3g | Schools' Delegated Budgets

The Schools' Budget reserves are initially forecast to end the financial year with a surplus of £57.7m on individual maintained school balances, and a deficit on the central schools' reserve of £96.6m. The total Dedicated Schools' Grant for 2024-25 is £1,769.6m and is forecast to overspend by £53.5m.

The balances of individual schools cannot be used to offset the overspend on the central schools' reserve and therefore should be viewed separately.

The Central Schools' Reserve holds the balance of any over or underspend relating to the Dedicated Schools Grant (DSG). This is a specific ring-fenced grant payable to local authorities to support the schools' budget. It is split into four main funding blocks: schools, early years, high needs and central, each with a different purpose and specific rules attached. The Council is required to hold any under or overspend relating to this grant in a specific reserve and is expected to deal with any surplus or deficits through future years' spending plans. The tables below provide the overall position for the DSG in 2024-25 (table 1) and an overview of the movements on both the central schools' reserve and individual schools' reserves (table 2).

Table 1 Dedicated Schools' Grant (DSG) 2024-25 Forecast Summary:

All figures in £m			
DSG Block	2024-25 Budget*	2024-25 Forecast	2024-25 Variance
Schools' Block	1,260.5	1,260.2	-0.3
High Needs Block	337.9	392.8	54.9
Early Years Block	158.6	157.4	-1.2
Central Services to Schools' Block	12.2	12.2	0.0
Total DSG 2024-25	1,769.2	1,822.7	53.5

*Before recoupmnt and other DFE adjustments including additional funding from the Safety Valve Programme. Budgets include the impact of moving £15.2m from the Schools' block to the High Needs Block as agreed by the Secretary of State.

Table 2: Overall Forecast Position for the Schools' Budget Reserves:

	All figures in £m	
	Individual Maintained School Reserves	Central Schools' (DSG) Reserve
Reserve Balance as at 1 st April 2024*	58.6	-67.2
<i>Forecast contribution to/(from) reserves:</i>		
Academy Conversions	-1.0	
Change in School Reserve Balances	0.0	
Overspend on DSG 2024-25		-53.5
Safety Valve: Local Authority Contribution		15.1
Safety Valve: Payment from DfE		9.0
Reserve Balance as at 31 st March 2025*	57.7	-96.6

*Positive figure is a surplus balance & negative balance is a deficit balance

In accordance with the statutory override implemented by the Department of Levelling Up, Housing and Communities (DLUHC), and in line with the Department for Education (DfE) and external auditors advice that local authorities cannot repay deficits on the DSG from the General Fund: any in-year central schools' (DSG) surpluses continue to form part of the main council reserves, whilst any in-year deficit balances are held in a separate unusable reserve from the main council reserves (see appendix 3). DLUHC have confirmed this statutory override will be in place until March 2026 whilst Council's implement recovery plans.

In 2022-23, the Council entered the DfE's Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery; this includes annual funding from the DfE, totalling £140m by 2027-28 (plus £2m of project costs), to pay off part of the deficit but only if the Council can demonstrate and deliver a credible plan. Over the same period the Council is also expected to contribute towards the residual deficit estimated to total over £80m. This has avoided having to identify £220m of savings across the SEN system. The DSG deficit is the Council's single biggest financial risk; therefore, the successful implementation of the Council's deficit recovery plan is critical. It is recognised, the Government's proposals to reform the SEND and alternative provision (AP) system to support a more sustainable high needs funding will not impact immediately and local actions are required.

In 2024-25, the Council is expecting to receive a further £9m from the DfE, the third tranche of the £140m safety valve commitment, with the Council required to contribute a further £15.1m from reserves. This additional funding, along with the extra funding from the DfE and the Council in 2022-23 will have reduced the accumulated deficit from an estimated £227m to £96.6m as at 31st March 2025.

Key Issues **Details**

Individual Maintained Schools Reserves	<p>As at 31st March 2024, there were 294 maintained schools with a surplus reserve balance and 3 schools with a deficit reserve balance. Maintained Schools are required to submit a six & nine-month monitoring return each financial year and these forecasts will be reported in future reports. The Council commissions The Education People to support Schools with their recovery plans.</p> <p>This forecast includes 3 schools converting to academy status during 2024-25. When a maintained school converts to an academy status, the council is no longer responsible for holding the schools' reserve and the school's remaining school balance is either transferred to the academy trust, or in the case of a deficit, may have to be retained and funded by the Council depending on the type of academy conversion.</p>
Schools' Block: No Variance	<p>The Schools' Block funds primary and secondary core schools' budgets including funding for additional school places to meet basic need or to support schools with significant falling rolls. There is no significant variances forecast at this stage in the year.</p>
Early Years Block: No Variance	<p>The Early Years Block is used to fund early years' providers the free entitlement for eligible two, three and four-year olds, including the newly expanded offer for working parents for children from 9 months, along with the funding of some council led services for early years.</p> <p>Each year, when setting the funding rate an estimate must be made as to likely hours that will be provided to ensure it is affordable within the grant provided. This can lead to under or overspend if activity is slightly lower or higher than expected. No significant variances are being reported at this stage in the year.</p>
High Needs Block: Higher demand and higher cost for high needs placements.	<p>The High Needs Block (HNB) is intended to support the educational attainment of children and young people with special educational needs and disabilities (SEND) and pupils attending alternative education provision. The HNB funds payments to maintained schools and academies (both mainstream and special), independent schools, further education colleges, specialist independent providers and pupil referral units. Some of the HNB is also retained by KCC to support some SEND services (staffing/centrally commissioned services) and overheads. Costs associated with the EHCP assessment and annual review process are met from the General Fund and are not included in this section of the report.</p>
Safety Valve Payment & Local Authority Contribution.	<p>The in-year funding shortfall for High Needs placements and support in 2024-25 is +£54m due to a combination of continual higher demand for additional SEN support and higher cost per child resulting from continual demand for more specialist provision. This forecast has been updated to reflect November 2024 education placements, and forecast for future growth in cost before the end of the financial year. The level of growth in spend is forecast to start slowing down during this year (in comparison to recent years, see table 3) as actions to support future financial sustainability are starting to be implemented. However, the impact of SEN transformation with greater proportion of children being supported in mainstream/post 16 settings, is being impeded by higher placements costs, driven by inflation and greater demand by schools for additional funding, along with delays in DfE lead special school builds.</p> <p>Many other councils are also reporting deficits on their high needs block, despite extra monies from the Government in recent years, resulting from significant increases in their numbers of EHCPs and demand for SEN services. However, the increases locally have been increasing at a significantly faster rate than other comparative councils and the council is placing a greater proportion of children in both special and independent schools compared to other councils, and a</p>

smaller proportion of children with SEND in mainstream schools. The impact of this is highlighted in national benchmarking data on the placement of children with SEN in Kent and our spend on High Needs Block. The tables below detail the trend in both spend and number of HNB funded places or additional support across the main placement types.

Table 3: Total Spend on High Needs Block by main spend type

	All figures in £m				
	2020-21	2021-22	2022-23	2023-24	2024-25
Maintained Special School	106	123	137	151	163
Independent Schools	49	60	68	76	81
Mainstream Individual Support & SRP* **	46	54	61	65	75
Post 16 institutions***	17	19	21	24	24
Other SEN Support Services	49	43	48	49	48
Total Spend	264	299	334	365	391
Rate of increase in spend	-	13%	10%	11%	7%

Table 4: Average number of HNB funded pupils receiving individualised SEN Support/placements. This is not the total number of children with SEN or number of EHCPs

	2020-21	2021-22	2022-23	2023-24	2024-25
Maintained Special School	5,118	5,591	6,019	6,382	6,645
Independent Schools	1,126	1,348	1,485	1,620	1,623
Mainstream Individual Support & SRP*	4,510	5,258	5,772	6,496	7,207
Post 16 institutions***	1,281	1,453	1,569	1,665	1,701
Total Number of Pupils	12,035	13,650	14,845	16,163	17,176

Table 5: Average cost of pupils funded from the HNB and receiving individualised SEN Support or placement cost.

	£s per pupil				
	20-21	21-22	22-23	23-24	24-25
Maintained Special School	£20,629	£21,648	£22,640	£23,587	£24,529

Independent Schools	£43,734	£44,799	£44,911	£46,894	£50,018
Mainstream Individual Support & SRP* **	£10,294	£10,245	£10,578	£10,051	£10,365
Post 16 institutions***	£13,309	£13,090	£12,927	£14,565	£14,183

*Specialist Resource Provision

** Please note this data excludes any costs incurred by primary & secondary schools from their own school budget.

***Individual support for students at FE College and Specialist Provision Institutions (SPIs)

The Safety Valve agreement, sets out the key actions the Council intends to take to achieve a positive in-year balance on its central schools' DSG reserve by the end of 2027-28 and in each subsequent year. The actions are aligned with our strategy to support improvements across the SEN system in response to the SEN Improvement Notice through the delivery of the Accelerated Progress Plan. The impact of these actions will not be immediate and will take several years to be fully embedded.

4 | Revenue Budget Savings

The 2024-25 budget included the requirement to deliver savings and additional income of £81.9m. A further £17.4m of undelivered savings from the previous year are included in the 2024-25 Savings Target, increasing the total requirement to £99.3m.

This Savings section does not include changes to Grant Income of £7.2m or the removal of one-off or undelivered savings in previous years of £4.6m bringing the total savings target for 2024-25 to £111.2m.

The 2024-25 budget also had significant growth. Council Tax and other general funding in the approved budget went into adult social care, children's social care and home to school transport. Adults received their share of targeted grants and Council Tax plus a share of general Council Tax and grants. Home to school transport and all other services are funded from general Council Tax and grants with no targeted funding.

At Quarter 3 2024-25, £80.3m of savings are forecast to be delivered including £4.5m of alternative savings and £17.5m has been identified as undeliverable. £22.1m of savings budgeted in 2024-25 are now to be achieved in future years. Variances over £0.5m are reported by Directorate in this section with commentary. Where alternative savings have been identified (totalling £4.5m per the table below), details have been provided. A breakdown of all of the savings by Directorate is available in Appendix 2.

Directorate	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Adult Social Care & Health	(66.9)	(38.4)	0.0	(2.3)	(40.7)	26.2	13.6	(18.3)
Children, Young People & Education	(16.7)	(14.8)	(0.3)	(1.0)	(16.0)	0.7	0.0	(1.9)
Growth, Environment & Transport	(8.7)	(6.5)	0.0	(0.4)	(6.9)	1.8	1.4	(0.8)
Chief Executive's Department	(0.4)	(0.3)	0.0	(0.1)	(0.4)	0.0	0.0	(0.1)
Deputy Chief Executive's Department	(1.0)	(0.5)	0.0	(0.4)	(1.0)	0.0	0.2	(0.3)
Non Attributable Costs	(14.5)	(15.3)	0.0	0.0	(15.3)	(0.9)	0.0	0.0
Corporately Held Budgets	(3.1)	0.0	0.0	0.0	0.0	3.1	2.3	(0.8)
Total	(111.2)	(75.8)	(0.3)	(4.2)	(80.3)	30.9	17.5	(22.1)

4a | Adult Social Care & Health Savings

All figures in £000s

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Alternate Provision Brand New Starts (DP)	-3,041.1	-	-	-	-	3,041.1	3,041.1	-
	The absence of a commissioned managed account and payroll service has hindered the planned expansion in use of direct payments to date. Alternative plans are being developed to create opportunities in this area.							
Efficiencies through Enablement	-3,500.0	-2,644.5	-	-	-2,644.5	855.5	-	-855.5
	Productivity has continued to improve when compared to last year's baseline (currently at 25% improvement). However the anticipated target of 28% has not being achieved to date. The service is reaching maximum capacity and scope with transformation partner (PwC) is being agreed to complete capacity and demand modelling and to review productivity and opportunities for enablement services.							
Rehabilitation and Alternate Support for MH	-3,300.0	-	-	-	-	3,300.0	3,300.0	-
	Savings were largely predicated on being able to utilise and refer into KMPT rehabilitation services in the first instance and savings unlikely to be realised this financial year due as there is not sufficient availability of NHS rehabilitation services in community. Other opportunities such as the repurposing of former care home to offer a step-down facility for MH discharge from hospital are still in the early phase of exploration, and tracking of cost avoidance of Homes From Hospitals staff in reducing levels of need for MH hospital discharges is taking place although estimated cost avoidance for the financial year does not yet indicate a financial benefit.							
Reduction in Residential and Nursing Placements	-2,900.0	-309.2	-	-	-309.2	2,590.8	1,226.8	-1,364.0
	Project support has been assigned to support designing 2 identified savings areas. Use of homecare for respite as an alternative which is intended to help people utilise alternative home support options and improving the management of additional 1:1 support where used in a residential setting.							
Occupational Therapists	-2,500.0	-	-	-	-	2,500.0	-	-2,500.0
	Latest tracking and modelling no longer indicates that there will be any saving this financial year. The scope with transformation partner (PwC) is being agreed to widen and include a review of Occupational Therapy delivery model and baseline performance and identify opportunity to improve effectiveness of occupational therapy and reduce long term spend.							

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Partnership Working (Section 117)	-2,200.0	-272.1	-	-	-272.1	1,927.9	488.7	-1,439.2
	Savings were predicated on 50:50 split which is unlikely to happen this financial year. Work is on-going with health colleagues to reconcile and agree S117 records to allow for costs to be agreed and shared equitably. A tracker has been introduced to monitor 'pushbacks' through Adult Social Care Connect, and work is on-going to develop awareness, knowledge, and expertise of S117 in the wider service.							
Reviews: First Reviews	-2,300.0	-1,425.4	-	-	-1,425.4	874.6	-	-874.6
	Savings from First Reviews has been improving month on month throughout the year although the latest data has seen a shift away from this where costs have increased. A managed review service has also been brought in to assist with the First Reviews work and progress and outcomes are being monitored through fortnightly meetings.							
Reviews: Ongoing Reviews	-1,200.0	-313.3	-	-	-313.3	886.7	-	-886.7
	Refined targets are now based on there being 0% increase in costs following an on-going review (historically we see a 2.5% increase post-review). Ongoing reviews present an ongoing challenge to ASCH as the financial consequence of those reviews is based on the changing needs and circumstances of people who draw on care and support, and the use of new models of care and support to replace established care and support arrangements. We know that unplanned reviews are statistically more likely to increase costs when compared to planned reviews, and significant challenges in the care home market has impacted the costs of meeting assessed needs and outcomes.							
Efficiency Savings in relation to the purchasing of residential care	-8,000.0	-1,366.9	-	-	-1,366.9	6,633.1	-	-6,633.1
	We have segmented provider by cost & quality, and are making clear that those in the lowest band on these factors are unlikely to receive offers of placements. Fee Model and Pricing Mechanism: CareCubed to ensure cost effective placements providing price framework for ASPT to work to. Ongoing discussions with Medway/ICB Consideration of neighbouring LA prices. Increased provision of cost effective higher need placements (Bariatric, Complex Dementia): Scoping work as part of recommissioning with Medway to align spec and potential use of blocks to increase market provision. Former self funders and deferred payments/ TPTU: Task and Finish Group with key stakeholders to be set up, chaired by Operations, to review processes and policy. Conversations with Medway Council regarding their policy and approach. NHS Joint Bed Brokerage is forecasted to save approximately £400k this financial year, if they are able to implement their short term solution. Further savings could be achieved in 25/26 if the long-term solution can be implemented by Spring/Summer 2025.							

Page 48

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Efficiency Savings in relation to the purchasing of care and support in the home	-3,400.0	-2,024.9	-	-	-2,024.9	1,375.1	-	-1,375.1
	<p>Much of the repurchasing in North Kent is being carried out in conjunction with the CQC and UKV&I work. Not all the repurchasing has made savings but this has been about due diligence as well. Increased Blue due to moving individuals onto framework where there is available capacity to do so, however element of savings moved from Amber to Dark Amber to reflect risk around these being achieved this financial year.</p> <p>The new process for repurchasing care and support in the home is being finalised and they have formed a repurchasing group to support this process. This should make it easier to track savings from repurchasing non-framework to framework providers. We have also put in place additional controls over future potential off framework packages of care to as a cost avoidance measure to support the savings</p>							
2022-23 Slipped Savings - review of all contracts	-4,388.5	-3,576.4	-	-	-3,576.4	812.1	-	-812.1
	<p>Work with providers is continuing where under delivery has been identified and instigating reclaims where possible. Additional resource is planned to assist with reviewing and renegotiating with providers who have high cost placements, and CareCubed will be used to assist with price negotiations to ensure fair cost of care. There are risks around providers giving notice on placements and if alternative placements can't be found this may lead to higher fees. Commissioners have also worked with providers in the implementation of the EDLA Daycare contract to improve the value for money.</p> <p>A letter has been sent to all framework and non-framework Supported Living providers to ensure variations in delivery are reflected in invoices submitted to KCC for payment. Lead commissioner is working with finance support and quality team to review invoices against expected delivery. A pilot is commencing with a Supported Living Provider and the TELS team to understand what level of support can be provided via tech rather than direct support (in relation to sleep night commissioned). Locality Commissioners also visiting properties under the NHS campus re-provision where KCC fund the void liability, to understand accommodation type and why the unit is empty. Complex and standard hourly rates - Analytical evaluation has been completed where there is a mix of standard and complex within a property that have been baselined by the Quality and Standards team.</p>							

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Adult Social Care - Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of inhouse provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-851.4	-108.7	-	-	-108.7	742.7	480.0	-262.7
	There have been delays in moving people to alternative transport, as proposals are being reviewed due to logistics and the negative impact on all individuals being able to access activities in a timely way. 1 minibus was repurposed for Sheppey rather than returning, which will also impact final savings, although the service in Thanet have been able to delivery with 2 minibuses instead of 3 which has resulted in some saving.							
Adult Social Care contracts with Voluntary Sector	-3,216.8	-	-	-2,304.2	-2,304.2	912.6	3,216.8	-
	Cabinet Member agreement to postpone the decision to the next financial year 25/26, although one-off efficiencies across Vol Orgs contracts are expected for 24/25 which are offsetting the £3.2m pressure by -£965.0k. Public Health are also to provide an additional £1m in 24/25 to fund priority mental health services delivered under the Live Well Kent contract, in line with the PH grant conditions. This additional £1m is one-off funding for 24/25 only. Public Health to review towards the end of 24/25 the possibility of funding an additional £339.2k for community navigation services subject to Public Health's financial position (particularly in relation to its own transformation programme), other potential funding pressures and the expenditure meeting the PH grant conditions.							
Redesign of In House Adult Social Care Services	-1,456.4	-34.9	-	-	-34.9	1,421.5	1,421.5	-
	£34.9k to be achieved in 24/25 due to the closure of Blackburn Lodge. Decision was taken for the remaining £1.4m to not be delivered through staffing within In-House Provider Services.							

Page 50

4b | Growth, Environment & Transport Savings

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
Review of green waste contract, with market analysis indicating a reduction in gate fee	-621.0	-	-	-	-	621.0	621.0	-
Plans in place to renegotiate the rate downwards whilst in contract but then the contractor was taken over and the new owner declined the offer to renegotiate the contract. Saving no longer deliverable and realignment requested in 25/26. Saving to be revisited upon expiry of contract (July 24)								

4c | Corporately Held Budgets Savings

All figures in £000s

Page 51

	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)	Total Forecast	Variance	Un-deliverable	To be achieved in future years
The reduction in the volume and duration of agency staff	-750.0	-	-	-	-	750.0		-750.0
Year to date spend shows a reduction in spend on agency staff compared to the same period last year suggesting that this saving is being/has been delivered. However, these savings will already be contained within directorate forecasts and therefore allocating this Corporately Held saving to services would not reduce the overall forecast so cannot be presented as being delivered in CHB. Delivery plans are still to be confirmed before this saving can be allocated to services for 2025-26 subject to HROD agreeing a methodology with CMT.								
Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	-2,300.0	-	-	-	-	2,300.0	2,300.0	-
It is assumed that savings being achieved from these contract reviews will be contained within directorate forecasts and therefore allocating this Corporately Held saving to services would not reduce the overall forecast so cannot be presented as being delivered in CHB. £2.3m has been added back to remove this saving from the base budget in the 2025-28 MTFP refresh proposals								

4d | Alternative Savings

All figures in £000s

Directorate	Savings & Income Description	Ongoing Impact	One-off Impact	Total
ASCH	One-off additional funding contribution from Public Health towards priority mental health services of £1m and further potential funding towards community navigation services of £0.34m. In addition to the above, commissioning are anticipating -£692.9k in on-going and -£272.1k in one-off efficiencies across Voluntary Organisation contracts for 24-25	0.0	(2,304.2)	(2,304.2)
ASCH (PH)	Saving achieved through the agreement of a contract adjustment with our NHS provider	0.0	(9.2)	(9.2)
CYPE	Forecast underspend on school's compliance testing. It will be wrapped up as part of wider changes to services to schools that is being processed in the MTFP	0.0	(400.0)	(400.0)
CYPE	Covered from other underspends across Learning Disability and Physical Disability - community services	(250.0)	0.0	(250.0)
CYPE	Use of Early Help staff to meet Family Hubs prioritises has been agreed with the DfE, and staff costs are being met from the Family Hubs Grant	0.0	(560.0)	(560.0)
GET	Saving to be achieved by releasing a provision that was set up if there was an adverse impact on recycling rates if the IAA payments to four districts ceased	0.0	(180.0)	(180.0)
GET	Savings to be achieved through LEP and Medway income offsetting the £150k in-year shortfall (Nov 24).	0.0	(150.0)	(150.0)
GET	Saving to be achieved through in year vacancy management	0.0	(57.0)	(57.0)
CED	Covered from underspend on the Empty Properties budget	0.0	(82.5)	(82.5)
CED	Covered from underspends within other Member service budgets	0.0	(20.0)	(20.0)
DCED	Shortfall on Office stream being off-set against over-recovery on Specialist and Community Asset workstreams. Future Assets should be viewed as a whole programme	0.0	(388.9)	(388.9)
DCED	Covered from underspend on staffing budget	0.0	(60.0)	(60.0)
Total		(250.0)	(4,211.8)	(4,461.8)

5 | Capital Budget Forecast

All figures in £m

Directorate	Capital Budget	Variance	Real Variance	Rephasing Variance
Adult Social Care & Health	1.305	-0.193	0.034	-0.227
Children, Young People & Education	138.234	-53.724	-0.455	-53.269
Growth, Environment & Transport	232.481	-48.270	8.803	-57.073
Chief Executive's Department	0.205	0.024	0.00	0.024
Deputy Chief Executive's Department	54.840	-9.435	4.567	-14.002
Directorates Position	427.065	-111.598	+12.949	-124.547

The total approved General Fund capital programme including roll forwards for 2024-25 is £427.065m.

The current estimated capital programme spend for the year is forecast at £315.5m, which represents 74% of the approved budget. The spend to date is £160.4m, representing 37.6% of the total approved budget.

The directorates are projecting a £111.6m underspend against the budget, this is split between a +£12.9m real variance and -£124.5m rephasing variance. Of the rephasing, £49m is prudential borrowing funding and the remainder of the rephasing relates to grant or external funded projects.

The major in-year variances (real variances of >£0.1m and rephasing >£1m) are described below.

5a | Adult Social Care & Health

There are no major variance to report

5b | Children, Young People & Education

Project	Real Variance	Rephasing Variance	Detail
Overall Basic Need Programmes	0.000	0.000	Across the next three years over all the Basic Need Programmes there is currently sufficient funding to cover the forecast spend, so there is no variance to report. There is a forecast gap in later years of £24.4m, but this will continue to be monitored and brought down wherever possible, by reviewing the timing and need for schemes, and by utilising all possible funding such as developer contributions that may not yet be part of the cash limit. Grant allocations for 2027-28 and 2028-29 are not yet known and are therefore not included in the cash limits. Any basic need grant received for these two years will go towards funding the forecast overspend.
Modernisation Programme	-0.190	-6.664	Rephasing variance is due to:
Basic Need KCP 2017	-0.615		The real underspend is due to an underspend on Meopham School (-£0.462m), as there is a school contribution towards the hydrant and water tank costs, and Thamesview (-£0.126m) which completed with a small underspend.
Basic Need KCP 2018	-1.043	-0.400	Most of the real variance is due to the Isle of Sheppey School budget being transferred to The High Needs Budget (-£1.0m).
Basic Need KCP 2019	0.271	-19.883	<p>The real variance is due to:</p> <ul style="list-style-type: none"> -£0.250m Ashford Non Selective - project removed from the programme. -£0.395m Borden Grammar – project completed with an underspend. +£0.351m Former Ashford South School site -cost relating to provision of Chilmington Secondary, and to be held for future education use. +£0.516m Wrotham School - DfE School Rebuild Programme, increase to reflect KCC agreed contribution. <p>The rephasing is due to:</p> <ul style="list-style-type: none"> -£8.151m Cable Wharf Primary - replacement school for Rosherville which has been selected under the School Rebuild Programme for 1FE, KCC to add 1FE for a replacement 2FE school. Developer land transfer issues and planning conditions have led to rephasing. -£1.000m Chilmington Green Secondary – due diligence is being completed of the quote received from the contractor for the Infrastructure Works. The works are starting later and will be

Project	Real Variance	Rephasing Variance	Detail
			completed over a longer period than anticipated.
			-£5.665m Highsted Grammar - school requesting additional funds for School Managed project which has caused a delay to the start of the project.
			-£6.0m rephasing reflects budget rephased to future years to fund projects across the Basic Need Programme.
Basic Need KCP 21 (2022-26)	0.009	-2.600	Rephasing relates to: -£1.0m Sittingbourne non-selective, as a school has not yet been identified, and -£1.5m Cornwallis Academy – pending delivery of the expansion project at New Line Learning
Basic Need KCP22 (2023-27)		-3.615	Rephasing relates to: -£1.116m Northfleet Technology College due to a change in KCC's contractor coupled with the phasing of the School delivered elements of the expansion which need to be carried out in School holidays as the works are within existing buildings. 5 other individual projects of which none are over £1m.
Basic Need KCP 23 (2024-28)		-5.705	The rephasing reflects budget rephased to future years to fund projects across the Basic Need Programme.
High Needs Provision 24-25	1.000	-0.208	The real variance is due to the Isle of Sheppey Special School being transferred from the Basic Need Budget. This will be funded from currently unallocated high needs grant.
Previously Reported variances			
High Needs Provision 22-24	0.391	-10.824	Previously Reported -£10.921. Rephasing is due to: -£1.455m Nexus Satellite – school is not yet identified. -£2.000m New Special School Whitstable, which is a DfE managed project therefore KCC funding is dependent on DfE timescales. -£7.214m unallocated budget to be allocated to projects in future years.
Childcare Expansion (Early Years)	-0.250	-2.127	Real variance: It is expected that all grant relating to Early Years will be true capital spend. An estimated £0.25m for wrap around care will be charged to revenue and the capital grant transferred to fund those schemes.

Project	Real Variance	Rephasing Variance	Detail
			Rephasing: Allocation of the grant funding is being managed by The Education People. Information has recently been received from the DfE on Early Years deficit numbers in each of the planning areas. Expressions of interest from providers will be reviewed in line with place numbers required. It is anticipated that Early Years funding will be spent by September 2025.

5c | Growth, Environment & Transport

Project	Real Variance	Rephasing Variance	Detail
Highways & Transportation			
Highway Asset Management, Annual Maintenance and Urgent Safety Critical Works	1.792	4.599	The real variance includes an overspend on resurfacing of £1.67m for which additional external funding is available and will be added to the cash limits. The rephasing is due to an in-year overspend on inspectors (£3.5m) and structures (£1.5m) which is being funded by bringing funds forward from 2025-26.
Integrated Transport Schemes under £1m	0.225	-0.485	The real variance is due to various smaller integrated transport schemes that will be funded from additional external funding. The rephasing is on a number of small schemes.
Thamesway		-2.380	The project spend has been rephased to reflect the likely spend profile of the scheme following the establishment of a separate budget line for this scheme. This programme takes into account the impact of the Galley Hill closure and Ebbsfleet Central development timescales.
Kent Strategic Thameside Programme (STIPS)	-0.017	-1.701	This programme has been rephased to align with the anticipated timing of income from developer contributions. This follows a review of all expected developer contributions to the programme and a reduction of the working budget in November 2024.
Maidstone Integrated Transport	0.397		The forecast has been amended to show true cost of the schemes. The s106 contributions that are available for the scheme are being reviewed but if they are not sufficient the A20/Willington Street improvement may need to be omitted or descaled.
Sturry Link Road,		-1.403	Further confidence in the delivery programme is a requirement of SELEP this in turn safeguards

Project	Real Variance	Rephasing Variance	Detail
Canterbury			the £5.9m Local Growth Fund (LGF) contribution, so progress with land negotiations and design work must be suitably demonstrated. A design and build contract has been awarded and the detail design is being developed, including a value engineering review. The design costs are covered by s106 contributions already received and the SELEP LGF contribution. The project has been rescheduled based on the current programme for the design and build contract.
Environment & Circular Economy			
Local Nutrient Mitigation	7.000		Nutrient neutrality in the catchment for the Stodmarsh National Nature Reserve is having a significant impact on the delivery of homes in East Kent. The government has offered £9.8m of capital for nutrient neutrality mitigation in East Kent along with revenue grants to support the delivery of the strategy. Local Authorities will bid for funding to support delivery of mitigation with £7m expected to be awarded in this financial year.
Growth & Communities			
Broadband Contract 2		-1.349	Whilst BDUK is now in the final stages of the closedown work for the BDUK superfast contracts, it is unlikely that this assurance work and the associated final payments will be completed within the current financial year.
Kent Empty Property Initiative – No Use Empty	-0.488	- 1.868	The rephasing is due to a re-alignment of loan repayments.

Previously reported variances

Project	Real Variance	Rephasing Variance	Detail
Highways & Transportation			
A228 and B2160 Junction Improvements with Badsell Road		-2.757	Previously reported -£2.926. Flood Risk modelling has identified issues with the current scheme design. Therefore further design and drainage modelling needs to be carried out and alternative options explored. This is currently affecting the overall programme for the project and causing rephasing of the S106 contributions which are funding the delivery of this scheme.
A28 Chart Road, Ashford		-2.474	Previously reported -£2.371m. The current profile is based on the most recent project estimate of £29.7m which assumes start of construction in March 2025 for a period of 2 years. However there is still no certainty on the provision of the security bond from the developer, so the construction period is likely to slip further and project costs increase in line with inflation.

Project	Real Variance	Rephasing Variance	Detail
Bearsted Road	-0.145	-5.912	Offline works have continued to construct the new Harvestore access roads. Reductions in scope and value engineering opportunities are still being explored to meet the increased risk and contingency budget required on this project. An award of the full construction contract is still outstanding which requires further sign off and has caused delays.
Fastrack Full Network – Bean Road Tunnels		-6.127	Following the project being paused due to a funding gap, the availability of BSIP 2 funding has allowed work to start again to resubmit the planning application and to review the existing design and tender documents. This has led to a rephasing of available funds which are currently being reviewed through updated legal agreements.
Swale Housing Infrastructure Fund (HIF)		-3.496	Previously reported -£3.451m. The rephasing variance is due to delays in the commencement of the works contract whilst awaiting the sign off from National Highways, poor weather and road space clashes on the surrounding network (particularly M2 J5). The project is externally funded by the HIF fund from Homes England and a deed of variation has been agreed with Homes England to cover the programme delays where they have exceeded the original funding deadline.
Kent Active Travel Fund (KATF) Phase 2	-0.239		A change control has been requested from Active Travel England to transfer some unused budget to Sevenoaks Cycle Facility under KATF3. If agreed, a cash limit adjustment will be done.
Kent Active Travel Fund Phase 3	+0.239	-0.239	A change control has been requested from Active Travel England to transfer some unused budget to Sevenoaks Cycle Facility from KATF2. This is forecast to be spent in 2025-26. If agreed, a cash limit adjustment will be done.
M20 Junction 7	+0.123		This is a new project to increase capacity and reduce congestions at junction 7 of the M20. To be funded from developer contributions.
Market Square, Dover	-0.307		This project is being funded fully by Dover District Council (DDC) and KCC are drawing down funding directly from DDC. The project is nearing the end and is expected to come in at less than originally forecast. The cash limit will be reduced accordingly.
Moving Traffic Enforcement Service	+0.199		This is to be funded from Bus Service Improvement Plan (BSIP) funding as it is funding for cameras on the fast-track routes.
Folkestone – A Brighter Future		-8.048	Previously reported -£6.123m. Delays with the detailed design pushed back the tender timescales, construction is now expected to commence in November 24 and spend has been re-profiled to reflect the updated programme.
A2 Off Slip Wincheap		-1.5	Project has been rephased due to ongoing discussions between the developer and the National Highways regarding the design of the A2 Off Slip, several issues still to be resolved have delayed the commencement of the works.
A229 Bluebell Hill M2 & M20 Interchange		-1.9	Previously reported -£1.5m. The rephasing is due to delays in the programme as a result of project uncertainties relating to the Lower Thames Crossing DCO decision and the unfunded

Project	Real Variance	Rephasing Variance	Detail
Upgrades			transport projects review announced by Government in July 2024. Significant investigation works have been pushed into future years, which also has a knock-on impact on other programme elements.
North Thanet Link (formerly A28 Birchington, Acol and Westgate on Sea Relief Road)		-8.601	Previously reported -£7.872m. The spend profile has been updated to reflect most recent cost estimate and programme which in turn reflects probable timing of approval of the Outline Business Case from the Department for Transport (DfT). Estimated spend for 24/25 is based on expected receipt of £1.9m funding from DfT in year and surplus S106 monies carried over from previous financial year. However this will be further reviewed in Q3 2024.
Green Corridors		-4.065	The programme for delivery of the three larger sites (6,8 and 11) has been pushed back due to delays with consultants and the procurement process. These sites were initially programmed to being construction within this financial year (24/25) but due to these delays construction is now scheduled to start in June 2025. Due to this, forecast spend in the current financial year had been reprofiled into the 25/26 and 26/27 financial years.
Greener Buses – Zero Emission Bus Regional Areas (ZEBRA)		-1.292	The reprofiling is due to procurement/supply delays. The purchase of the electric vehicle chargers for this project will now take place in 2024-25. It is now also expected that the buses relating to the Dover element of the project will be purchased early in 2024-25.
Environment & Circular Economy			
Folkestone & Hythe Waste Transfer Station		-3.077	Rephasing is due to land purchase unlikely to take place in this financial year due to planning determination delays.
Local Authority Treescape Fund	0.146		Previously reported £0.141m. Additional grant has been approved for phase 4.
Kings Hill Solar Farm	-0.141		There is a forecast underspend on this project, however there is the possibility that drainage works will need to be done which would negate the underspend. This will only be known 24 months after practical completion.
Growth & Communities			
Public Rights of Way	0.192	-0.648	Previously reported £0.157m real and -£0.594m rephasing variance. The real variance is due to additional external funding expected in 2024-25
Workspace Kent	-0.175		Due to the repayment timescales, finding a suitable project that can be completed is unrealistic, therefore these funds will not be allocated and will be returned to the GPF funding pot in line with the funding agreement.

5d | Chief Executive's Department

There are no major variances to report

5e | Deputy Chief Executive's Department

Project	Real Variance	Rephasing Variance	Detail
Modernisation of Assets		-2.058	Rephasing due to not all projects will be completed by the end of the financial year.
Dover Discovery Centre		-1.802	Rephasing due to delays and additional works.
Live Margate	-0.328		No further loans will be paid out under this project and the remaining grant will be repaid.

Previously reported variances

Project	Real Variance	Rephasing Variance	Detail
Unaccompanied Asylum-Seeking Children (UASC) Additional Accommodation Requirements	+4.819		The real variance is due to this project continually evolving and the full extent was not known and budgeted at the start of the year. The project is expected to be fully funded from Central Government.
Strategic Estate Programme		-5.996	Previously reported -£5.596m. Rephasing is due to officers waiting for the approval of the Key Decision on 19th December before a contract can be awarded to start the detailed design on SHQ. The budget was rephased to fall in line with the new programme to deliver the design and works on to SHQ according to the Key Decision.
Strategic Reset Programme		-3.631	Previously reported -£2.5m. Rephasing is due to some sites within KCP being value engineered which is reducing the headline figure, mixed with delays to procurement which are impacting projected start on sites.

6 | Capital Budget Changes

Cabinet is asked to approve the following changes to the Capital Budget:

Project	Year	Amount (£m)	Reason
Adult Social Care & Health			
CareCubed	24-25	+0.036	Revenue contribution for purchase of software licences
Children, Young People & Education			
Annual Planned Enhancement	24-25	-0.170	Grant to be vired to High Needs 22-24
High Needs 22-24	24-25	+0.170	Grant to be vired from Annual Planned Enhancement
Basic Need KCP 19	24-25	+0.465	Other external income
Growth, Environment & Transport			
Integrated Transport Schemes	24-25	-0.150	Grant to be transferred to a new project
Moving Traffic Enforcement	24-25	+0.150	Grant funded
	24-25	+0.049	Revenue funded
Kent Thameside LST – Integrated Door to Door Journeys	24-25	+0.017	Additional grant
	24-25	-0.015	Grant to be vired to Greener Buses
Kent Thameside Strategic Transport Programme (STIPS)	24-25	-0.017	Grant to be vired to Kent Thameside LST – Integrated Door to Door Journeys
Greener Buses	24-25	+0.015	Virement of grant from Kent Thameside LST – Integrated Door to Door Journeys
M20 Junction 4 Eastern Overbridge	24-25	-0.025	Project is complete, reduce cash limit to reflect spend.
Market Square Dover	24-25	-0.307	Project is fully funded from Dover District Council, therefore reducing grant cash limit.
Highway Major Enhancement	24-25	+0.086	Additional grant
	24-25	+0.001	Additional external funding
	24-25	+1.666	Additional external funding for resurfacing
Public Rights of Way	24-25	+0.036	Additional revenue contribution
Kent Empty Property No Use Empty	24-25	0.015	Additional external funding
	24-25	0.016	Increase in capital receipt loan repayments

7 | Reserves Monitoring

All figures in £m

Reserve	Opening Balance 01/04/24	Forecast Contribution / Drawdown	Projected Balance 31/03/25	Details of key movements
General Fund (including Commercial Services General Fund)	-43.0	7.1	-35.9	£5.1m contribution to reserves towards achieving a reserve balance of between 5% and 10% of net revenue budget. This percentage range is considered to be from a minimal to an acceptable level. £11.1m contribution to repay the drawdown required in 2022-23 to fund the overspend (£11.1m also required in 2025-26) £23.3m drawdown to fund forecast 2024-25 overspend.
Earmarked Reserves				
Vehicle, Plant & Equipment	-22.6	1.5	-21.1	Drawdowns and contributions to manage purchasing assets with a life of more than one financial year. There are planned drawdowns of £2.2m to replace assets that have come to the end of their useful life and £0.8m contributions to fund renewing assets in future years
Smoothing	-148.7	11.4	-137.3	Includes the £9.1m budgeted drawdown to support the 2024-25 budget
Major Projects	-41.0	9.2	-31.8	The forecast expenditure for the Oracle Cloud Programme through to April 2026, is now significantly higher than the original estimates for total spend. This is due primarily to the additional complexities associated with the currently highly configured and adapted Oracle system, which is now over 20 years old and out of support. Although some complexity was anticipated, the size and scale has resulted in the need for additional external resources and anticipated longer time scales for delivery of the new Oracle Cloud solution. It is proposed to cover the forecasted additional £9.1m expenditure by increasing the drawdown from the Corporate ICT reserve. It will be necessary to reallocate funding set aside within the reserve to cover the OCP increase. There is no requirement for any additional funding to be added to the reserve, but it will curtail the funding of any future technology projects which may arise in the medium term. Additional governance arrangements have been implemented to provide greater oversight and cost control.
Partnerships	-51.5	-4.3	-55.8	Includes £4.3m budgeted repayment of reserves used to support the 2023-24 budget
Grant / External Funds	-16.2	5.7	-10.5	Drawdowns and contributions to manage fluctuations in spend funded

All figures in £m

Reserve	Opening Balance 01/04/24	Forecast Contribution / Drawdown	Projected Balance 31/03/25	Details of key movements
				externally or by grant. Significant net drawdowns include Helping Hands (£3.0m), Family Hubs and Start for Life grant (£1.1m) and the Urgent & Emergency Care Fund (£0.8m).
Departmental Over/Underspends	-2.8	2.8	0.0	£2.8m drawdown to fund roll forwards from 2023-24
Insurance	-12.4	-1.2	-13.6	Contribution to reserves of the forecast in-year underspend against the Insurance Fund in line with usual policy
Public Health	-17.0	1.9	-15.1	Drawdown of Public Health reserve to fund one-off costs and to balance the 2024-25 budget plans
Trading	-1.7	0.0	-1.7	
Special Funds	-0.8	0.1	-0.8	
Total Earmarked Reserves	-314.6	26.9	-287.7	
Total General Fund & Earmarked Reserves	-357.6	34.0	-323.6	
Schools	-58.6	1.0	-57.6	Drawdown to fund Academy Conversions
DSG Adjustment Account	103.4	29.5	132.9	The DSG Adjustment Account deficit has increased due to pressures in Schools Funding. More details can be found in Section 3g

8 | Treasury Management Monitoring

Treasury management relates to the management of the Council's debt portfolio (accumulated borrowing to fund previous and current capital infrastructure investments) and investment of cash balances. The Council has a comparatively high level of very long-term debt, a significant proportion of which was undertaken through the previous supported borrowing regime.

8.1	Total external debt outstanding in November was £746.67m down by £25.22m since 31st March 2024	<p>KCC debt includes £432.40m of borrowing from the Public Works Loans Board (PWLB). The vast majority is maturity debt (debt is only repaid upon maturity) at a fixed rate of interest. The average length to maturity of PWLB debt is 14.94 years at an average interest rate of 4.33%.</p> <p>Outstanding loans from banks amount to £216.10m. This is also at fixed term rates with average length to maturity of 37.57 years at an average interest rate of 4.54%.</p> <p>The council has £90m of Lender Option Borrower Option (LOBO) loans. These loans can only be renegotiated should the lender propose an increase in interest rates. The average length to maturity of LOBO loans is 39.21 years at an average interest rate of 4.15%.</p> <p>The balance of debt relates to loans for the LED streetlighting programme. The outstanding balance is £8.17m with an average of 15.83 years to maturity at an average rate of 2.88%.</p> <p>KCC's principal objective for borrowing is to achieve an appropriately low risk balance between securing low interest rates and certainty of financing costs. This is achieved by seeking to fund capital spending from internal resources and short-term borrowing, only considering external long-term borrowing at advantageous interest rates.</p>
8.2	Majority is long term debt with only 5.49% due to mature within 5 years	<p>Maturity 0 to 5 years £41.08m (5.49%) Maturity 5 to 10 years £49.00m (6.56%) Maturity 10 to 20 years £265,77m (35.59%) Maturity over 20 years £390.90m (52.35%)</p>
8.3	Total cash balance at end of November was £456.55m, up by £3.20m from the end of March 2024	Cash balances accrue from the council's reserves and timing differences between the receipt of grants and other income and expenditure.
8.4	Cash balances are invested in a range of short-term, medium term and long-term deposits	Investments are made in accordance with the Treasury Management Strategy agreed by full Council alongside the revenue and capital budgets. The treasury management strategy represents a prudent approach to achieve an appropriate balance between risk, liquidity and return, minimising the risk of incurring losses on the sum invested. Longer

term investments aim to achieve a rate of return equal or exceeding prevailing inflation rates.

Short term deposits (same day availability) are held in bank accounts and money market funds. Current balances in short-term deposits in November were £122.05m (26.73% of cash balances). Short-term deposits enable the Council to manage liquidity. Bank accounts and money market funds are currently earning an average rate of return of 4.76%.

Deposits are made through the Debt Management Office (an executive agency responsible for debt and cash management for the UK Government, lending to local authorities and managing certain public sector funds). As at the end of November, the Council had £3.32m in UK treasury bills and other deposits with the UK government. These deposits represent 0.73% of cash investments with an average rate of return of 5.23%.

Medium term deposits include covered bonds, a form of secured bond issued by a financial institution that is backed by mortgages or public sector loans. In the UK the covered bond programmes are supervised by the Financial Conduct Authority (FCA). King and Shaxson acts as the Council's broker and custodian for its covered bond portfolio. As at the end of November, the Council had £130.90m invested in covered bonds earning an average rate of return of 4.45%.

The Council has outstanding loans of £19.21m through the No Use Empty Loans programme which achieves a return of 3.58% that is available to fund general services. This total includes £6.00m of loans made (£2.79m received) since March 2024.

Long term investments are made through Strategic Pooled Funds. These include a variety of UK and Global Equity Funds, Multi Asset Funds and Property Funds. In total the Council has £179.77m invested in pooled funds (39.38% of cash balances) as at 30 November 2024.

8.5	Treasury Management Advice	The Council secures external specialist treasury management advice from Link Group. They advise on the overall strategy as well as borrowing options and investment opportunities. Link Group provide regular performance monitoring reports.
8.6	Quarterly and statutory reports	The Governance and Audit Committee receives detailed statutory on a regular bi-annual basis (the Treasury Strategy Mid-Year Update, and the Annual Treasury Outturn report), which are subsequently reported to County Council. Quarterly reports are reviewed by the Treasury Management Group (TMG). The TMG also reviews the three annual

Treasury Management Indicators

8.7 The Council measures and manages its exposures to treasury management risks using the following indicators:

8.8 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its internally managed investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Actual 30/11/2024	Target
Portfolio average credit rating	AA+	AA-

8.9 Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing

Liquidity risk indicator	Actual 30/11/2024	Minimum
Total cash available within 3 months	£145.76m	£100m

8.10 **Interest rate exposures:** This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates was:

Interest rate risk indicator	Actual 30/11/2024	Limit
One-year revenue impact of a 1% rise in interest rates	£2.56m	£10m
One-year revenue impact of a 1% fall in interest	-£2.56m	-£10m

- 8.11 **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing were:

Interest rate risk indicator	Actual 30/11/2024	Upper limit	Lower limit
Under 12 months	0.00%	100%	0%
12 months and within 5 years	5.49%	50%	0%
5 years and within 10 years	6.56%	50%	0%
10 years and within 20 years	35.59%	50%	0%
20 years and within 40 years	26.84%	50%	0%
40 years and longer	25.51%	50%	0%

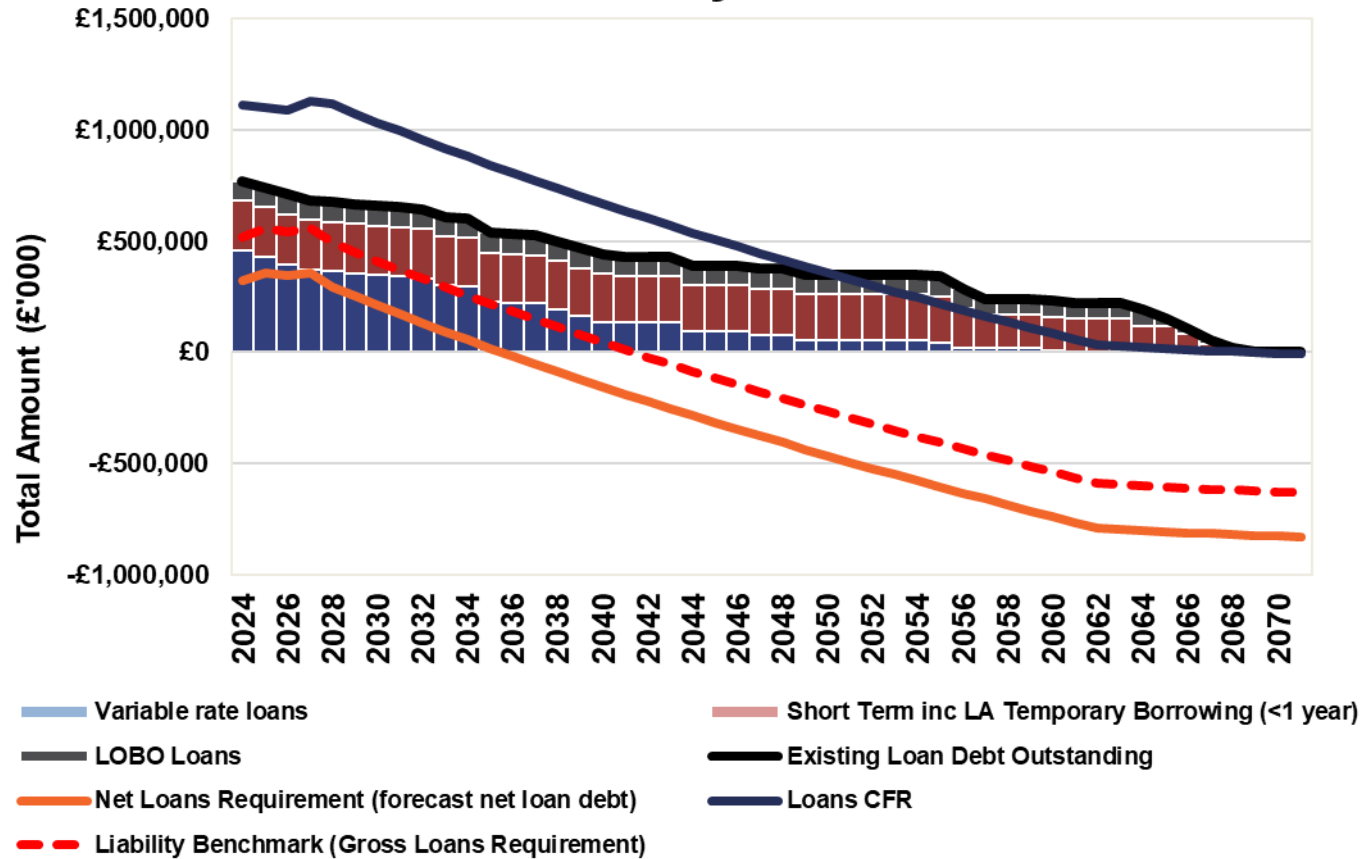
Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

- 8.12 **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Price risk indicator	2024/25	2025/26	2026/27	No Fixed Date
Limit on principal invested beyond year end	£150m	£100m	£50m	£250m
Actual as at 30 November 2024	£94.47m	£65.73m	£12.17m	£200.27m

Prudential Indicator: Liability Benchmark

Liability Benchmark



The liability benchmark chart shows the Council should be able to accommodate the movement in Loans CFR through additional internal borrowing given the resources on the balance sheet if it wants to maintain treasury investments at the £200m liquidity allowance. However, this is based on the current assumption with regards to movement in reserves and that the working capital position remains at the 31/03/2024 level of £300m. It also assumes that the liquidity allowance of £200m remains appropriate given the £179.77m of external investments currently invested with fund managers over a long-term investment time horizon.

9 | Appendices

Appendix 1 – Key Service Statement

Appendix 2 – Savings

Appendix 3 – Prudential Indicators Monitoring

Appendix 1 - Key Service Statement

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
Adult Social Care & Health				
Adult Social Care & Health Operations				
	Adaptive & Assistive Technology	0.6	1.0	0.3
	Adult Case Management & Assessment Services	40.7	42.6	1.9
	Adult In House Carer Services	2.4	2.8	0.4
	Adult In House Community Services	6.0	6.0	-0.1
	Adult In House Enablement Services	6.5	6.9	0.4
	Adult Learning & Physical Disability Pathway - Community Based Services	0.0	0.0	0.0
	Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	0.0	0.0	0.0
	Adult Learning Disability - Community Based Services & Support for Carers	127.1	129.5	2.4
	Adult Learning Disability - Residential Care Services & Support for Carers	79.6	80.0	0.4
	Adult Mental Health - Community Based Services	21.2	30.2	9.0
	Adult Mental Health - Residential Care Services	21.4	23.7	2.3
	Adult Physical Disability - Community Based Services	32.9	37.7	4.9
	Adult Physical Disability - Residential Care Services	24.5	28.8	4.3
	ASCH Operations - Divisional Management & Support	6.8	6.5	-0.2
	Independent Living Support	1.0	1.0	-0.1
	Older People - Community Based Services	35.4	41.7	6.3
	Older People - In House Provision	16.0	18.5	2.5
	Older People - Residential Care Services	97.5	124.9	27.4
	Older People & Physical Disability Carer Support - Commissioned	1.7	2.6	0.9
	Sensory - Assessment Service	0.7	0.7	0.0
	Sensory - Community Based Services	0.3	0.5	0.2
	Sensory - Residential Care Services	0.0	0.1	0.0
	Statutory and Policy Support	1.7	2.0	0.3
	Strategic Safeguarding	0.7	0.8	0.1
	Adult Social Care & Health Operations Total	524.7	588.4	63.7

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
Strategic Commissioning (Integrated and Adults)			
Community Based Preventative Services	7.5	9.1	1.5
Housing Related Support	1.5	1.5	0.0
Partnership Support Services	0.0	-0.0	-0.0
Social Support for Carers	3.0	2.4	-0.6
Strategic Commissioning (Integrated and Adults)	2.4	2.7	0.3
Transformation Delivery and support	7.7	7.5	-0.1
Strategic Commissioning (Integrated and Adults) Total	22.1	23.2	1.0
Strategic Management & Directorate Budgets (ASCH)			
Innovation and Partnership	3.4	3.5	0.1
Operational and transformation costs pending allocation	1.5	0.1	-1.4
Provision for Demographic Growth - Community Based Services	15.8	1.2	-14.5
Provision for Demographic Growth - Residential Based Services	12.5	1.0	-11.5
Strategic Management & Directorate Support (ASCH)	6.1	4.2	-1.9
Strategic Management & Directorate Budgets (ASCH) Total	39.3	10.0	-29.3
Public Health			
Public Health - Advice and Other Staffing	0.0	-0.0	-0.0
Public Health - Children's Programme	0.0	0.0	0.0
Public Health - Healthy Lifestyles	0.0	-0.0	-0.0
Public Health - Mental Health, Substance Misuse & Community Safety	0.0	0.0	0.0
Public Health - Sexual Health	0.0	0.0	0.0
Public Health Total	0.0	0.0	0.0
Adult Social Care & Health Total	586.1	621.6	35.4

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
Children, Young People & Education				
Education & Special Educational Needs				
	Community Learning & Skills (CLS)	-0.1	0.7	0.8
	Early Years Education	0.0	-0.0	-0.0
	Education Management & Division Support	1.5	1.5	-0.0
	Education Services provided by The Education People	4.0	4.3	0.3
	Fair Access & Planning Services	0.6	0.6	0.0
	Home to School & College Transport	96.3	87.7	-8.6
	Other School Services	5.8	7.9	2.1
	Pupil Referral Units & Inclusion	0.0	0.0	0.0
	Special Educational Needs & Psychology Services	17.5	17.9	0.4
	Education & Special Educational Needs Total	125.6	120.6	-5.0
	Integrated Children's Services (Operations and County Wide)			
	Adoption & Special Guardianship Arrangements & Service	17.6	17.6	0.0
	Adult Learning & Physical Disability Pathway - Community Based Services	46.7	43.5	-3.2
	Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8.3	6.5	-1.8
	Asylum	0.3	0.3	-0.0
	Care Leavers Service	5.6	4.7	-0.9
	Children in Need - Care & Support	3.8	3.1	-0.7
	Children in Need (Disability) - Care & Support	8.6	8.3	-0.4
	Childrens Disability 0-18 Commissioning	1.8	1.4	-0.4
	Children's Social Work Services - Assessment & Safeguarding Service	52.1	50.9	-1.2
	Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	9.9	9.9	0.0
	Early Help & Preventative Services	2.9	2.5	-0.5
	Family Hubs	8.4	7.2	-1.2
	Integrated Services (Children's) Management & Directorate Support	6.5	6.2	-0.3
	Looked After Children - Care & Support	101.8	102.5	0.7
	Looked After Children (with Disability) - Care & Support	22.5	27.1	4.5
	Looked After Children (with Disability) - In House Provision	3.9	3.9	-0.0
	Integrated Children's Services (Operations and County Wide) Total	300.8	295.5	-5.3

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
Strategic Management & Directorate Budgets (CYPE)				
Strategic Management & Directorate Budgets (CYPE)		4.3	4.7	0.4
Children, Young People & Education Total (Excluding Schools' Delegated Budgets)		430.6	420.8	-9.9
Schools' Delegated Budgets				
Schools' Delegated Budgets		0.0	30.4	30.4
Children, Young People & Education Total (Including Schools' Delegated Budgets)		430.6	451.2	20.6
Growth, Environment & Transport				
Environment & Circular Economy				
Environment		3.6	3.6	-0.1
Environment and Circular Economy Divisional management costs		2.3	2.3	0.1
Residual Waste		52.6	53.4	0.8
Waste Facilities & Recycling Centres		38.8	40.6	1.8
Environment & Circular Economy Total		97.3	99.9	2.6
Growth & Communities				
Community (Assets & Services)		2.3	2.1	-0.1
Community Protection		12.0	11.3	-0.7
Growth - Economy		1.7	1.7	-0.0
Growth - Place		3.8	3.8	0.0
Growth and Communities Divisional management costs		0.5	0.4	-0.0
Libraries, Registration & Archives		11.1	10.5	-0.5
Growth & Communities Total		31.3	29.9	-1.4

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
Highways & Transportation				
	English National Concessionary Travel Scheme (ENCTS)	13.0	16.4	3.4
	Highway Assets Management	38.7	40.1	1.4
	Highways & Transportation divisional management costs	4.0	4.4	0.4
	Kent Karrier	0.0	0.0	0.0
	Kent Travel Saver (KTS)	5.1	5.1	0.0
	Supported Bus Services	5.8	5.8	0.0
	Transportation	6.4	6.4	-0.0
	Highway & Transportation Total	72.9	78.1	5.2
Strategic Management & Directorate Budgets (GET)				
	Strategic Management & Directorate Budgets (GET)	1.4	1.3	-0.1
	Growth, Environment & Transport Total	202.9	209.2	6.3
Chief Executive's Department				
Commercial & Procurement				
	Commercial & Procurement	3.1	3.0	-0.1
	Strategic Commissioning	0.0	0.0	0.0
	Commercial & Procurement Total	3.1	3.0	-0.1
Finance				
	Finance	10.3	10.0	-0.3
	Grants to Kent District Councils to maximise Council Tax collection	3.8	3.8	-0.0
	Finance Total	14.1	13.8	-0.3
Governance, Law & Democracy				
	Governance & Law	7.5	7.3	-0.2
	Local Member Grants	1.0	0.9	-0.1
	Governance, Law & Democracy Total	8.4	8.1	-0.3

Directorate, Division & Key Service		£m		
		Working Budget	Forecast	Variance
Strategy, Policy, Relationships & Corporate Assurance				
	Childrens and Adults Safeguarding Services	0.4	0.4	-0.0
	Resettlement Schemes, Domestic Abuse and Civil Society Strategy	0.4	0.4	-0.0
	Strategy, Policy, Relationships & Corporate Assurance	4.8	4.8	-0.0
	Strategy, Policy, Relationships & Corporate Assurance Total	5.6	5.6	-0.0
Strategic Management & Departmental Budgets (CED)				
	Strategic Management & Departmental Budgets	-0.7	-1.2	-0.5
	Chief Executive's Department Total	30.5	29.3	-1.2
Deputy Chief Executive's Department				
	Corporate Landlord			
	Corporate Landlord	29.0	26.6	-2.4
	Human Resources & Organisational Development			
	Human Resources & Organisational Development	5.4	5.1	-0.3
	Infrastructure			
	Emergency Planning	0.0	0.0	0.0
	Kent Resilience	0.7	0.7	-0.0
	Property related services	8.1	8.2	0.0
	Infrastructure Total	8.8	8.9	0.0
	Marketing & Resident Experience			
	Marketing & Digital Services	2.0	2.1	0.1
	Resident Experience - Contact Centre; Gateways; Customer care & Complaints	5.0	4.8	-0.1
	Marketing & Resident Experience Total	6.9	6.9	-0.0

		£m		
Directorate, Division & Key Service		Working Budget	Forecast	Variance
	Technology			
	Technology	26.1	26.1	-0.0
	Strategic Management & Departmental Budgets (DCED)			
	Business & Client Relationships	2.5	2.5	-0.0
	Health & Safety	0.4	0.3	-0.0
	Strategic Management & Departmental Support	1.4	1.2	-0.2
	Strategic Reset Programme	1.6	1.6	0.0
	Strategic Management & Departmental Budgets (DCED) Total	5.9	5.6	-0.3
	Deputy Chief Executive's Department Total	82.2	79.2	-3.0
	Non Attributable Costs			
	Non Attributable Costs	102.4	95.4	-7.0
	Corporately Held Budgets			
	Corporately Held Budgets (to be allocated)	-2.4	0.2	2.6
	Grand Total	1,432.3	1,486.0	53.7
	Directorate Summary			
	Adult Social Care & Health	586.1	621.6	35.4
	Children, Young People & Education	430.6	420.8	-9.9
	Growth, Environment & Transport	202.9	209.2	6.3
	Chief Executive's Department	30.5	29.3	-1.2
	Deputy Chief Executive's Department	82.2	79.2	-3.0
	Non Attributable Costs	102.4	95.4	-7.0
	Corporately Held Budgets	-2.4	0.2	2.6
	Total	1,432.3	1,455.6	23.3
	Schools' Delegated Budgets	0.0	30.4	30.4
	Grand Total	1,432.3	1,486.0	53.7

Appendix 2 - Savings

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
Adult Social Care & Health								
Alternate Provision Brand New Starts (DP)	-3,041.1	0.0	0.0	0.0	0.0	3,041.1	3,041.1	0.0
Technology Enabled Lives Service (TELS)	-2,049.0	-3,768.4	0.0	0.0	-3,768.4	-1,719.4	0.0	0.0
Full Self-Service Solution (Front Door)	-407.9	0.0	0.0	0.0	0.0	407.9	407.9	0.0
Reviews: Supported Living (Q&S) & First Reviews (23/24)	-656.8	-1,105.6	0.0	0.0	-1,105.6	-448.8	0.0	0.0
Efficiencies through Enablement	-3,500.0	-2,644.5	0.0	0.0	-2,644.5	855.5	0.0	-855.5
Initial Contact (Front Door)	-1,400.0	-984.1	0.0	0.0	-984.1	415.9	0.0	-415.9
Rehabilitation and Alternate Support for MH	-3,300.0	0.0	0.0	0.0	0.0	3,300.0	3,300.0	0.0
Supported Living - LD	-900.0	-1,508.6	0.0	0.0	-1,508.6	-608.6	0.0	0.0
In-House Short Term Beds (Maximisation)	-1,500.0	-1,160.6	0.0	0.0	-1,160.6	339.4	0.0	-339.4
Reduction in Residential and Nursing Placements	-2,900.0	-309.2	0.0	0.0	-309.2	2,590.8	1,226.8	-1,364.0
Occupational Therapists	-2,500.0	0.0	0.0	0.0	0.0	2,500.0	0.0	-2,500.0
Partnership Working (Section 117)	-2,200.0	-272.1	0.0	0.0	-272.1	1,927.9	488.7	-1,439.2
Partnership Working (CHC)	-1,800.0	-1,958.8	0.0	0.0	-1,958.8	-158.8	0.0	0.0
Reviews: First Reviews	-2,300.0	-1,425.4	0.0	0.0	-1,425.4	874.6	0.0	-874.6
Reviews: Ongoing Reviews	-1,200.0	-313.3	0.0	0.0	-313.3	886.7	0.0	-886.7
Short Term Pathways: Timely Allocation of Workers	-500.0	-937.8	0.0	0.0	-937.8	-437.8	0.0	0.0
Efficiency Savings in relation to the purchasing of residential care	-8,000.0	-1,366.9	0.0	0.0	-1,366.9	6,633.1	0.0	-6,633.1
Efficiency Savings in relation to the purchasing of care and support in the home	-3,400.0	-2,024.9	0.0	0.0	-2,024.9	1,375.1	0.0	-1,375.1
Efficiencies from new contract for the supply of equipment for adult social care clients	-900.0	-585.5	0.0	0.0	-585.5	314.5	0.0	-314.5
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - Older People	-6,400.0	-6,400.0	0.0	0.0	-6,400.0	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Older People	-2,188.0	-2,188.0	0.0	0.0	-2,188.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - Vulnerable Adults	-1,600.0	-1,600.0	0.0	0.0	-1,600.0	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Vulnerable Adults	-179.5	-179.5	0.0	0.0	-179.5	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Adult Social Care Staffing	-99.8	-99.8	0.0	0.0	-99.8	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Integrated Community Equipment Service and Assistive Technology	-4.4	-4.4	0.0	0.0	-4.4	0.0	0.0	0.0
Review of the Adults Charging Policy, in line with Care Act legislation and the statutory guidance	-2,600.0	-2,376.0	0.0	0.0	-2,376.0	224.0	0.0	-224.0
One-off contribution from Public Health for Mental Health Live Well Kent contract	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
2022-23 Slipped Savings - review of all contracts	-4,388.5	-3,576.4	0.0	0.0	-3,576.4	812.1	0.0	-812.1
Adult Social Care - Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in-house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-851.4	-108.7	0.0	0.0	-108.7	742.7	480.0	-262.7
Adult Social Care contracts with Voluntary Sector	-3,216.8	0.0	0.0	-2,304.2	-2,304.2	912.6	3,216.8	0.0
Adult Social Care PFI	-147.0	-147.0	0.0	0.0	-147.0	0.0	0.0	0.0
Redesign of In House Adult Social Care Services	-1,456.4	-34.9	0.0	0.0	-34.9	1,421.5	1,421.5	0.0
Additional income from NHSE to fund increased costs linked to HIV prevention	-275.2	-275.2	0.0	0.0	-275.2	0.0	0.0	0.0
Estimated additional income for externally funded posts	-6.1	-6.1	0.0	0.0	-6.1	0.0	0.0	0.0
Review of Public Health Services principally related to Healthy Lifestyles to ensure spending is contained within ringfenced grant	-9.2	0.0	0.0	-9.2	-9.2	0.0	0.0	-9.2
Adult Social Care & Health Total	-66,877.1	-38,361.8	0.0	-2,313.4	-40,675.2	26,201.9	13,582.8	-18,305.9

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
Children, Young People & Education								
Estimated reduction to the impact of rising pupil population on SEN Home to School and College Transport	-6,300.0	-6,300.0	0.0	0.0	-6,300.0	0.0	0.0	0.0
Implement strategies to reduce the cost of packages for looked after children, including working with Health Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
Expanding the reach of caseholding Early Help services	-650.0	-650.0	0.0	0.0	-650.0	0.0	0.0	0.0
Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-560.0	0.0	0.0	-560.0	-560.0	0.0	0.0	-560.0
Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-550.0	-237.5	0.0	0.0	-237.5	312.5	0.0	-312.5
Explore strategies, including statutory guidance, to reduce dependency on social work agency staff	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-206.0	0.0	0.0	0.0	0.0	206.0	0.0	-206.0
Adoption Service	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - 0-25	-120.0	-120.0	0.0	0.0	-120.0	0.0	0.0	0.0
Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-1,200.0	-1,200.0	0.0	0.0	-1,200.0	0.0	0.0	0.0
Review of youth services offer: cease commissioned youth services contracts	-913.0	-913.0	0.0	0.0	-913.0	0.0	0.0	0.0
Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-781.0	-781.0	0.0	0.0	-781.0	0.0	0.0	0.0
Review of open access services in light of implementing the Family Hub model	-400.0	-400.0	0.0	0.0	-400.0	0.0	0.0	0.0
Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	100.0	100.0	0.0	0.0	100.0	0.0	0.0	0.0
Efficiency: Adult Social Care – Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in-house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-250.0	0.0	-250.0	0.0	-250.0	0.0	0.0	-250.0
Efficiency: Children's Social Care – Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers	-550.0	-550.0	0.0	0.0	-550.0	0.0	0.0	0.0
Efficiency: 18-25 Adult Social Care Supporting Independence Service – Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Income: Kent 16+ Travel Saver	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Policy: Care Leavers – Pursue a policy where independence is reached by a Young Person's 19th birthday	-700.0	-700.0	0.0	0.0	-700.0	0.0	0.0	0.0
Policy: Disabled Children's Placements – Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-750.0	-587.5	0.0	0.0	-587.5	162.5	0.0	-162.5
Policy: Review of Open Access – Youth Services & Children's Centres – review of open access services in light of implementing the Family Hub model	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Policy: Review of Open Access Estate – Youth Provision & Children's Centres	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Policy: Services to Schools – Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-400.0	0.0	0.0	-400.0	-400.0	0.0	0.0	-400.0
Transformation: Looked After Children – Reduce the recent increase in the number of Looked After Children placements through practice reviews & improved court proceedings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Children, Young People & Education Total	-16,730.0	-14,839.0	-250.0	-960.0	-16,049.0	681.0	0.0	-1,891.0

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
Growth, Environment & Transport								
Review of green waste contract, with market analysis indicating a reduction in gate fee	-621.0	0.0	0.0	0.0	0.0	621.0	621.0	0.0
Review of the services and as aspiration for all three to be amalgamated to ensure synergies achieved in systems/back office functions and to limit any reduction in service levels	-150.0	0.0	0.0	-150.0	-150.0	0.0	0.0	-150.0
Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-105.0	0.0	0.0	0.0	0.0	105.0	105.0	0.0
Work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates	-80.0	0.0	0.0	0.0	0.0	80.0	0.0	-80.0
Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Temporary reduction in spend on weatherproofing windmills	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Withdraw the remaining contribution to the KCC hosted Active Kent and Medway.	-28.0	-28.0	0.0	0.0	-28.0	0.0	0.0	0.0
Reduction to the Arts Investment Fund, which provides grants to Kent-based arts organisations	-25.0	-25.0	0.0	0.0	-25.0	0.0	0.0	0.0
Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-463.5	-463.5	0.0	0.0	-463.5	0.0	0.0	0.0
Review of Highways income based on current/projected activity levels	-400.0	-400.0	0.0	0.0	-400.0	0.0	0.0	0.0
A review of income levels and fees and charges in relation to existing service income streams	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Income from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes	-100.0	0.0	0.0	0.0	0.0	100.0	0.0	-100.0
Use of grant funding to support project & scheme costs	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-56.0	-56.0	0.0	0.0	-56.0	0.0	0.0	0.0
Grant funding to support Electric Vehicle Strategy	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
One-off increase in profit share from East Kent Opportunities LLP	-50.0	0.0	0.0	0.0	0.0	50.0	0.0	-50.0
Increased contribution from Medway Council under SLA relating to increasing costs for provision of Coroner service in Medway	-49.0	-49.0	0.0	0.0	-49.0	0.0	0.0	0.0
Inflationary increase in income levels and pricing policy for Kent Scientific Services	-45.0	-45.0	0.0	0.0	-45.0	0.0	0.0	0.0
Inflationary increase in fees and charges	-1.4	-1.4	0.0	0.0	-1.4	0.0	0.0	0.0
Savings from reduced incentivisation payments to districts from the proposed introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will incentivise districts directly.	-1,300.0	-1,120.0	0.0	-180.0	-1,300.0	0.0	180.0	0.0
Review of Community Warden Service to deliver a £1m saving which is likely to result in an overall reduction in wardens	-433.0	-376.0	0.0	-57.0	-433.0	0.0	0.0	-57.0
Review of level of campaigns and related activity within Road Safety	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Review of staffing levels within Trading Standards service. Mix of one-off and permanent savings.	-60.8	-60.8	0.0	0.0	-60.8	0.0	0.0	0.0
Adjustment of Trading Standards legal costs as Courts recover post-Covid	-55.0	-55.0	0.0	0.0	-55.0	0.0	0.0	0.0
Savings from delayed recruitment	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0
Efficiency: Waste -Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-390.0	0.0	0.0	0.0	0.0	390.0	0.0	-390.0
Income: Kent Travel Saver – Kent Travel Saver price realignment to offset an increase in bus operator inflationary fare increases in 2022-23 above the budgeted amount	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
Income: Kent Travel Saver (formerly Young Person's Travel Pass) – Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-1,500.0	-1,500.0	0.0	0.0	-1,500.0	0.0	0.0	0.0
Policy: Highways Winter Service – Review of highways winter service policy including service levels, salting runs and network, resulting in reduced network coverage and detrimental impact on Keeping Kent Moving policy	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Policy: Household Waste Recycling Centres (HWRC) – Review of the number and operation of HWRC sites	-500.0	0.0	0.0	0.0	0.0	500.0	500.0	0.0
Policy: Review of Community Wardens	-500.0	-500.0	0.0	0.0	-500.0	0.0	0.0	0.0
Growth, Environment & Transport Total	-8,712.7	-6,479.7	0.0	-387.0	-6,866.7	1,846.0	1,406.0	-827.0

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
Chief Executive's Department								
Reduction in the number of Historic Pension Arrangements within CED Directorate	-250.0	-250.0	0.0	0.0	-250.0	0.0	0.0	0.0
Efficiencies within the Member support administration	-5.0	-5.0	0.0	0.0	-5.0	0.0	0.0	0.0
Cease Early Intervention Payments to District Councils	-82.5	0.0	0.0	-82.5	-82.5	0.0	0.0	-82.5
Review of Committee support arrangements	-20.0	0.0	0.0	-20.0	-20.0	0.0	0.0	-20.0
Chief Executive's Department Total	-357.5	-255.0	0.0	-102.5	-357.5	0.0	0.0	-102.5
Deputy Chief Executive's Department								
Property savings from a review of specialist assets	-45.0	-45.0	0.0	0.0	-45.0	0.0	0.0	0.0
Review of Office Assets	-763.9	-375.0	0.0	-388.9	-763.9	0.0	198.9	-190.0
Review of Community Delivery including Assets	-101.0	-101.0	0.0	0.0	-101.0	0.0	0.0	0.0
Income: Resilience and Emergency Planning - Additional income from reservoir work	-60.0	0.0	0.0	-60.0	-60.0	0.0	0.0	-60.0
Deputy Chief Executive's Department Total	-969.9	-521.0	0.0	-448.9	-969.9	0.0	198.9	-250.0
Non Attributable Costs								
Estimated increase in the income contribution from our limited companies, including a one-off increase in 2024-25.	-3,500.0	-3,500.0	0.0	0.0	-3,500.0	0.0	0.0	0.0
One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services	-7,688.0	-7,688.0	0.0	0.0	-7,688.0	0.0	0.0	0.0
Increase in investment income largely due to the increase in base rate	-2,279.6	-3,150.0	0.0	0.0	-3,150.0	-870.4	0.0	0.0
Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
Non Attributable Costs Total	-14,467.6	-15,338.0	0.0	0.0	-15,338.0	-870.4	0.0	0.0
Corporately Held Budgets								
The reduction in the volume and duration of agency staff	-750.0	0.0	0.0	0.0	0.0	750.0	0.0	-750.0
Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	-2,300.0	0.0	0.0	0.0	0.0	2,300.0	2,300.0	0.0
Corporately Held Budgets Total	-3,050.0	0.0	0.0	0.0	0.0	3,050.0	2,300.0	-750.0
Total	-111,164.8	-75,794.5	-250.0	-4,211.8	-80,256.3	30,908.5	17,487.7	-22,126.4

Appendix 3 - Prudential Indicators Monitoring

The prudential indicators consider the affordability and impact of capital expenditure plans, in line with the prudential code.

Prudential Indicator 1: Estimates of Capital Expenditure (£m)

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Total	237.29	427.07	315.48	271.30	276.84	246.51

Prudential Indicator 2: Estimate of Capital Financing Requirement (CFR) (£m)

The CFR is the total outstanding capital expenditure not yet financed by revenue or capital resources. It is a measure of the Council's underlying borrowing need.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Total CFR	1,268.01	1,300.80	1,244.33	1,232.87	1,247.76	1,235.80

Prudential Indicator 3: Gross Debt and the Capital Financing Requirement (£m)

Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the CFR.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Other Long-term Liabilities	178.77	168.00	178.55	178.55	178.55	178.55
External Borrowing	771.89	715.90	715.92	684.73	660.55	653.32
Total Debt	950.66	883.90	894.47	863.28	839.10	831.87
Capital Financing Requirement	1,268.01	1,300.80	1,244.33	1,232.87	1,247.76	1,235.80
Internal Borrowing	317.35	416.90	349.86	369.59	408.66	403.93

Prudential Indicator 4 : Authorised Limit and Operation Boundary for External Debt (£m)

The Authority is legally obliged to set an affordable borrowing limit (the authorised limit for external debt). A lower "operation boundary" is set should debt approach the limit.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Authorised Limit - borrowing	946	1,261	1,261	1,271	1,248	1,248
Authorised Limit - Other long term liabilities	179	168	179	179	179	179
Authorised Limit - total external debt	1,125	1,429	1,440	1,450	1,427	1,427
Operational Boundary - borrowing	822	1160.6	1161	1171	1148.1	1148.1
Operational Boundary - Other long term liabilities	179	168	179	179	179	179
Operation Boundary - total external debt	1,001	1,329	1,340	1,350	1,327	1,327

Prudential Indicator 5: Estimate of Finance Costs to Net Revenue Stream (%)

Financing costs comprise interest on loans and minimum revenue provision (MRP) and are charged to revenue. This indicator compares the net financing costs of the Authority to the net revenue stream.

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Proportion of net revenue stream	8.17%	7.48%	7.41%	6.95%	6.58%	6.60%

Page 83

Prudential Indicator 6: Estimates of Net Income from Commercial and Service Investments to Net Revenue Stream

	23-24 Actuals	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate
Net income from commercial and service investments to net revenue stream (%)	0.46	0.60	0.37	0.35

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From: Roger Gough, Leader
Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services
John Betts, Interim Corporate Director of Finance

To: Cabinet – 30th January 2025

Subject: **Draft Revenue Budget 2025-26, MTFP 2025-28, Draft Capital Programme 2025-35 and Treasury Management Strategy**

Classification: **Unrestricted**

Summary:

The administration's updated and balanced draft budget proposals were published on 6th January 2025 for the January cycle of Cabinet Committees and Scrutiny Committee to support the further scrutiny and democratic process of the changes and additional information since the initial draft publication on 29th October 2024. The 6th January draft included the spending from additional grants from the 2025-26 provisional Local Government Finance Settlement, provisional council tax base and collection fund estimates, full year effect of quarter 2 budget variances and latest spending and savings/income projections.

This draft presented to Cabinet includes the latest council tax base and collection fund estimates, the collection fund is based on returns from all 12 districts and is an improvement from the 6th January draft requiring less drawdown from smoothing reserve under the current policy to assume a consistent year on year balance. This latest draft includes a total of £8.8m from smoothing reserves in response to council tax estimates. Final council tax estimates need to be notified by 31st January.

This draft also includes other minor changes largely relating to tidying up the classification of proposals and in some instances revised phasing of plans. These do not materially change the budget from that presented to Cabinet Committees in January 2025. This includes a minor change in phasing of policy savings to replace the one-offs to balance 2024-25 budget requiring £11.7m from one-offs in 2025-26 (£8.0m flexible use of capital receipts, £1.9m from extension of New Homes Bonus grant and £1.8m from reserves). This draft includes the full budget report and appendices required for the budget approval at Full Council on 13th February.

An updated final draft report for County Council will be published on 5th February 2024. This final draft will include the final grant and tax base and collection fund estimates (providing these are received in time, including business rates). The final draft will also include Personnel Committee recommendations on Kent Scheme pay award as well as other minor changes that are necessary to be included in the final budget for approval.

The draft net revenue budget is £1,529.7m, an increase of £100.2m (7%) on the approved budget for 2024-25. This includes core funded spending growth of £150.4m (10.5%). This continues the trend of recent years with spending growth exceeding the available funding from central government and local taxation with the budget only balanced from savings and income. Savings include £70.8m new proposals and full year effect of current plans partially offset by £32.8m from removal/rephasing of undelivered savings in previous

budget and temporary savings in current year. This offsetting is more significant than previous budgets. Additional income generation contributes £23.5m towards closing the gap between spending and available funding.

This imbalance between spending and funding is particularly acute in adult services. Directorate spending in 2025-26 is planned to increase by £80.3m (13.7%). This spending increase includes an average 4% provision for care provider annual fee uplift, full year effect of current year overspend, increases in demand and additional costs for new client placements. This is well in excess of £40.6m from specific sources through Social Care Grant and Adult Social Care Council Tax levy, and pro rate share of general funding. The adult's directorate budget is only balanced with £38.8m (6.6%) savings and income. The net 9.7% increase in adult's budget is far larger than any other council service, however, within this the planned provider fee uplift means providers will have to absorb some of the costs imposed through National Minimum wage and increases in employer's national insurance. Consequently, the fiscal settlement for adult social care budget remains incredibly challenging for both care providers and the Council.

The grant settlement for schools is also challenging as it not keeping pace with increases in teachers' and support staff pay. This will mean schools will be expected to make efficiencies. The funding for special educational needs is increasing through the high-needs block but still by not enough to prevent underlying deficit and accumulated debt increasing. The Council is part of the Safety Valve agreement that is planned to reduce the deficit and clear accumulated debt by 2027-28, but this remains at risk if the statutory override on DSG deficits is not extended and/or the plan is not fully delivered.

The draft budget includes a proposed 4.99% Council Tax increase for 2025-26 i.e. up to the maximum without exceeding the 3% referendum limit plus an additional up to 2% for the adult social care levy. The final decision on these Council Tax increases will be taken at the County Council meeting. The final Council Tax precept for 2025-26 must be based on the final estimated tax base notified by districts

The proposed draft capital programme 2025-35 includes spending of £1,419m of which £766m is funded from confirmed/indicative grants, £366m from borrowing and £287m other sources.

Recommendations:

Cabinet is asked to:

- a) consider any proposed amendments from Cabinet Committees.
- b) endorse the draft budget to be presented to County Council on 13th February for final decisions.

Cabinet Members are reminded that Section 106 of the Local Government Finance Act 1992 applies to any meeting where consideration is given to a matter relating to, or which might affect, the calculation of Council Tax.

Any Member of a Local Authority who is liable to pay Council Tax, and who has any unpaid Council Tax amount overdue for at least two months, even if there is an

arrangement to pay off the arrears, must declare the fact that he/she is in arrears and must not cast their vote on anything related to KCC's Budget or Council Tax.

Background Documents

- 1 [KCC's Budget webpage](#)
- 2 [KCC's Corporate Risk Register](#)
(Governance and Audit Committee 16th May 2024)
- 3 [KCC's Risk Management Strategy, Policy and Programme](#)
(Governance and Audit Committee 19th March 2024)
- 4 [KCC's approved 2024-25 Budget](#)
- 5 [2025-26 Budget Consultation \(Let's Talk Kent\) inc. the Budget Consultation report Revenue and Capital 2024-25 Budget Monitoring Report – Quarter 3](#)
(Cabinet 28th November 2024 – item 5)
- 7 [Securing Kent's Future – Budget Recovery Strategy](#)
- 8 [Securing Kent's Future – Budget Recovery Report](#)
- 9 [Member Budget Dashboards](#) (access restricted)
- 10 [Provisional Local Government Finance Settlement](#)

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Draft Revenue Budget 2025-26 and 2025-28 MTFP, and Draft Capital Programme 2025-35

	Section
<u>Executive Summary</u>	1
<u>Background and Context</u>	2
<u>Provisional 2025-26 Local Government Finance Settlement</u>	3
<u>Social Care Funding and Spending</u>	4
<u>Schools' Funding</u>	5
<u>Council Tax</u>	6
<u>The Administration's Revised Draft Budget Proposals</u>	7
<u>Sensitivity Analysis</u>	8
<u>Revenue Strategy and Revised Draft Budget</u>	9
<u>Capital Strategy and Draft Budget</u>	10
<u>Treasury Management Strategy</u>	11
<u>Reserves</u>	12
Appendices	
<u>Draft Capital Programme 2025-26 to 2034-35</u>	A
<u>Draft Capital Programme by Directorate</u>	B
<u>Potential New Capital Projects</u>	C
<u>Draft High Level 2025-26 Revenue Plan and Financing</u>	D
<u>Draft High Level 2025-26 Revenue Plan by Directorate</u>	E
<u>List of individual spending, savings & reserve items</u>	F
<u>Reserves Policy</u>	G
<u>Assessment of Financial Resilience</u>	H
<u>Budget Risk Register</u>	I
<u>Core Grants in Provisional Local Government Finance Settlement</u>	J
<u>Economic & Fiscal Context</u>	K
<u>Treasury Management Strategy</u>	L
<u>Investment Strategy</u>	M
<u>Capital Strategy</u>	N
<u>Annual Minimum Revenue Provision</u>	O
<u>Flexible Use of Capital Receipts Strategy</u>	P

From Leader of the Council; Roger Gough
Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services;
Peter Oakford

Relevant Interim Corporate Director Finance; John Betts

Director(s) Chief Executive, Corporate Directors, ASCH, CYPE and GET

Report author Head of Finance Policy, Planning and Strategy; Dave Shipton

Circulated to Cabinet

Classification Unrestricted

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Directorates – abbreviations in this report

ASCH - Adult Social Care and Health	CYPE - Children, Young People and Education
GET - Growth, Environment & Transport	CED - Chief Executive's Department
DCED – Deputy Chief Executive's Department	NAC - Non-Attributable Costs
	CHB – Corporately Held Budgets

1.1 This report sets out the administration's draft revenue budget 2025-26, three-year medium term financial plan (MTFP) 2025-28 and ten-year capital programme 2025-35. The report pulls together information from the reports for each portfolio presented to Cabinet Committees in November 2024 and significant material changes reported to committees in January 2025 including the provisional Local Government Finance Settlement (pLGFS) announcement on 18th December 2024 and provisional council tax collection fund and tax base estimates from districts. Any further changes will be highlighted in the report to full Council in February, these could arise from final settlement and collection fund/taxbase estimates notifications, Personnel Committee recommendations on Kent pay scheme for 2025-26, and any other material issues affecting budget estimates since this draft was prepared. The final report and appendices will provide all the essential information for County Council approval on 13th February 2024.

1.2 The administration's final draft revenue budget and MTFP set out planned spending on day-to-day services based on variations in spending from the approved budget for 2024-25. The variations include known and forecast impacts for both spending growth and reductions from savings and income plans, the removal of one-off or unachieved savings in 2024-25 and changes in reserves. The variations show the impact on net spending. The separate appendix showing gross spending, income and net spend on individual key service lines can only be produced for the final draft for approval by full Council. The separate interactive dashboard made available with previous drafts to provide more information on individual spending growth and savings/income proposals continues to be available and where relevant includes contextual total budget information relating to the individual proposals.

1.3 The administration's updated draft 2025-26 revenue budget includes £149.6m of core funded spending growth (including -£0.8m internal base adjustment between core and externally funded spend). This is £33.2m more than the original draft published for the November cycle of Cabinet Committee meetings. The increase is largely due to spending from additional grants in the pLGFS but also includes full year effect of latest forecasts costs/activity from current year and Office for Budget Responsibility (OBR) inflation forecasts.

1.4 Funding from Council Tax (including proposed increase in household charge up to 5% referendum level and provisional tax base and collection fund estimates) and grants in the pLGFS is £1,529.7m (an increase of £100.2m, 7%, on 2024-25), this is £32.7m more than the original draft for the November cycle of Cabinet Committees. This is mainly due to the additional social care grants, estimated compensation for increases on payroll costs for employers National Insurance Contributions (NICs), and lower than forecast estimated Council Tax base and collection fund balance. The £49.4m difference is resolved through -£61.5m net from savings/income (including a separate presentation for full year effect of current plans/new proposals and removal of one-offs/unachieved savings in 2024-25) and net +£12.1m changes in contributions to and drawdowns from reserves.

1.5 A reconciliation of the main movements in revenue spending plans is set out in section 7 of this report. As with earlier drafts the revenue spending growth largely derives from forecasts for increased costs/demands in adult social care and children's social care arising from inflationary contract price uplifts; cost/demand increases from changes in age

demographics, increased client needs/complexity, market factors and placement patterns); and the full year effect of current year variances.

1.6 The final draft revenue budget and MTFP continue to be based on the latest estimates from the actions in Securing Kent's Future, which recognises that establishing new models of care in a sustainable way will take time. For transparency and on-going monitoring, the spending growth is shown as a gross amount in the cost forecasts before any mitigating action, and the reductions in planned spending from these actions are shown as savings. Even with these actions, the net spending in these key care service areas is still forecast to grow by more than the funding available in the 2025-26 settlement with consequential net spending reductions in other services. The draft budget includes increased financial resilience through strengthening the Council's reserves.

1.7 The revenue spending growth pressures impacting the Council are being experienced by most other councils and the financial sustainability of councils in general is a concern. Whilst this Council will seek to take all the necessary steps to manage future spending within resources available through savings, income and future cost avoidance, this will not necessarily fully secure the Council's financial resilience and sustainability if future spending growth continues at unsustainable levels. If the structural deficits in key spending areas in adults and children's services are not addressed there will come a point within the medium-term plan period where the Council is unable to balance the budget on a sustainable basis from savings in other spending areas.

1.8 The draft capital programme for 2025-26 to 2034-35 is £1,419m (from £1,665m in the January draft). The core principles of rolling forward the previous programme, avoiding any additional borrowing over and above that already identified in the existing programme and reducing wherever possible the need to borrow in the existing programme still apply. The flexible use of capital receipts to fund from asset sale proceeds revenue costs in 2025-26 reduces the level of receipts available to fund future capital expenditure. The updated draft budget includes appendices on investment strategy, capital strategy and annual Minimum Revenue Provision (MRP) statement.

1.9 The draft budget includes the updated Treasury Management Strategy for 2025-26.

1.10 As well as the impacts of current year overspends and future forecast costs and demand, inflation is still forecast above the government 2% target over the MTFP period and Council spending remains exposed to economic consequences of national and global instability. Inflation impacts on the costs of goods and services in revenue budgets and costs of labour, fees and materials on capital projects as well as base interest rates. The impact of inflation built into the draft budget is based on the November 2024 forecasts from the Office of Budget Responsibility (OBR). The November 2024 OBR economic and fiscal outlook noted that forecasts represent a central case, and ongoing uncertainties make forecasting less predictable.

1.11 The administration's draft budget includes a 4.99% proposed increase in Council Tax. This would increase the County Council share of the bill for a typical band D household by £1.54 per week (£80.37 per year). Council Tax is the Council's most significant source of income to fund essential services (65% of net revenue budget), and whilst the administration seeks to keep increases to a minimum, the proposed increase is in line with the government's Council Tax referendum principles for 2025-26. The latest estimated tax base (the number of dwellings liable for Council Tax after discounts, exemptions and assumed collection rates) has increased by 1.22% on the base for 2024-25. Council Tax precepts are based on a

combination of the Council Tax band D charge and the band D equivalent tax base for 2025-26.

1.12 The total usable revenue reserves at the end of 2023-24 were £357.6m (30.3% of net revenue outturn), comprising of £43.0m general reserve, £297.6m earmarked reserves (including £36.2m from Safety Valve contributions which over time will offset the Dedicated Schools Grant (DSG) deficit), and £17.0m public health reserve. The Council's strategy is to have general reserves of between 5% and 10% of its annual net revenue budget. The total level of revenue reserves at the end of 2023-24 represents a reduction of £33.8m (-8.6%) on the previous year. The 2025-26 budget includes £42.4m additional contributions to reserves (including £16.3m replenishment of general reserves towards restoring 5% general reserve target, £12.0m into new Extended Producer Responsibility (EPR) reserve, and £14.6m local authority contribution to DSG deficit) and £10.7m drawdown from smoothing reserves (largely related to smoothing Council Tax). The use of short-term usable reserves to support revenue spending significantly reduces the council's ability to withstand unexpected circumstances and costs and reduces the scope to smooth timing differences between spending and savings plans. A considerable risk to short-term reserves remains from forecast revenue overspend for 2024-25. The overall levels of reserves now pose a more significant risk to the council's financial resilience than levels of debt. Reserves will continue to need to be replenished at the earliest opportunity and will need to be factored into future revenue budget plans.

2.1 The setting of the budget is a decision reserved for Full Council. The Council's Budget and Policy Framework requires that a draft budget is issued for consultation with the Cabinet and Scrutiny Committees to allow for their comments to be considered before the final budget proposals are made to Full Council.

2.2 The first draft of the administration's budget was published for the November cycle of Cabinet Committees. The dates for these meetings were set before it was confirmed that the Chancellor's Autumn Budget 2024 would be announced on 30th October. The committee agenda publication deadlines meant the first report was published the day before the Autumn Budget announcement and the reports for all committees were based on assumptions on council tax referendum limits and grant settlements before the details of the Autumn Budget were known.

2.3 Material changes including details from the provisional Local Government Finance Settlement (pLGFS), provisional council tax base and collection fund estimates, impacts from quarter 2 budget monitoring 2024-25, and latest projections were presented to Cabinet Committees for the January cycle of meetings. For both meeting cycles the reports were tailored to focus on the key policy considerations within the administration's draft budget proposals for the relevant Cabinet portfolio(s) for each committee. The reports included an appendix with the overall high level three-year revenue plan for the whole council, and a separate appendix with the one-year plan for relevant Cabinet portfolio(s)/directorates using the same classification for spending growth and savings/income as the three-year plan. An interactive dashboard was also provided to all members to support detailed scrutiny of individual proposals. The draft capital programme was included in the January reports.

2.4 The draft proposals set out in this report include any changes from the Cabinet Committee recommendations. It also includes latest notification of council tax base and collection fund estimates from districts where these were received by 17th January 2025. This report with full draft proposals was made available for final scrutiny by the Scrutiny Committee on 29th January 2025. Cabinet on 30th January 2025 will receive a verbal update of Scrutiny Committee recommendations. The administration's final draft budget will be published on 5th February 2025 for approval by full Council on 13th February 2025. This final draft will include the final LGFS (provided this is announced in time) and final council tax precepts together with any other final material changes from the drafts considered by Cabinet Committees and Scrutiny Committee.

2.5 The overall strategy for the budget is to ensure that the Council continues to plan for revenue and capital budgets which are affordable, reflect the Council's strategic priorities, allow the Council to fulfil its statutory responsibilities and continue to maintain and improve the Council's financial resilience. This is consistent with the objectives set out in Securing Kent's Future – Budget Recovery Strategy. However, these aims are not always an easy combination and involves some difficult decisions about service levels and provision both for the forthcoming year and over the medium term. In reaching this balance it is essential that the Council has regard to bearing down on future spending growth (price uplifts, other non-inflation related cost increases, and demand increases), delivering efficiency and transformation savings, generating income to offset cost of services, and agreeing changes in policies to reduce current recurring spending and/or avoid future spending while making the necessary investments to support service improvement. In this context it is worth clarifying that savings relate to reducing current recurring spend; whereas bearing down on future growth is cost avoidance, both amount to the same end outcome of reducing future

spending from what it would otherwise have needed to be without action and intervention. The draft budget should be assessed against these aims, recognising that the draft is based on assumptions which could subsequently change.

2.6 The Council is under a legal duty to set a balanced and sustainable budget within the resources available from local taxation and central government grants, and to maintain adequate reserves. A MTFP covering the entirety of the resources available to the Council is the best way that resource prioritisation and allocation decisions can be considered and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty. At this stage the later years of the MTFP is set out as a high-level plan showing the forecast trajectory for changes in funding, spending, savings and income, and reserves and consequently is indicative for illustrative strategic planning purposes. This report includes a new section with sensitivity analysis of the key assumptions for 2025-26 and medium term as recommended by the Council's external auditors Grant Thornton.

2.7 The government has announced its intention to restore multi-year settlements and has launched a consultation on objectives and principles for reforms to local authority funding intended to be implemented from 2026-27 alongside the multi-year settlement. This should provide a greater degree of certainty over funding forecasts for 2026-29 plan, although the settlement for 2025-26 remains a one-year announcement. However, even with greater certainty it is likely that the fiscal environment for local government will continue to be exceptionally challenging and will require real terms reductions if spending continues to grow at a faster rate than available resources.

2.8 As the Council develops its detailed proposals it must continue to keep under review those key financial assumptions which underpin the Council's MTFP, particularly in the context of wider public spending and geo-economic factors. Over the previous decade the Council had to become ever more dependent on locally raised sources of income through Council Tax and retained business rates, and it is only in recent years that additional central government funding has been made available to local authorities, primarily to address spending pressures in social care (albeit at a time when the national public sector deficit has been increasing). However, there is no certainty that this additional central government funding will be baselined for future years until multi-year settlements are reintroduced and funding reforms confirmed.

2.9 The administration's draft revenue budget for 2025-26 includes £195.6m (13.7% of 2024-25 approved budget) of forecast spending growth (£149.6m core funded, £46.0m externally funded, both including £0.8m internal base adjustment between core and external). Funding is increasing by £100.2m (7%) based on pLGFS and provisional tax base/collection fund. The £95.4m difference (£49.4m core funded, £46.0m externally funded) is balanced from savings and income, and changes in reserves contributions and drawdowns.

2.10 Just under 80% of the £149.6m core spending growth (including -£0.8m internal base adjustment) is on adult social care (£81.9m, 13.2% increase, of which £80.3m is in ASCH and £1.6m for 18-25 year olds in CYPE), children's social care (£23.7m, 10.5% increase) and home to school transport (£13.8m, 14.3% increase). These exclude shares of amounts currently in centrally held budgets (CHB) pending allocation. Spending pressures on these services are common across all upper tier councils. These services currently account for 70.9% of the 2024-25 budget (excluding non-attributable costs [NAC] and CHB). As a result

of planned spending, these services will continue to account for an ever greater share of the Council's overall budget.

2.11 The trend of spending growth exceeding the available funding from local taxation and central government cannot continue indefinitely. Either funding needs to increase to better reflect spending demands or the statutory requirements on councils need to be reduced as otherwise the Council's role would be reduced to solely providing care services, with no scope to provide community and place based services which help make local places vibrant for residents and businesses. Council tax increases on their own cannot be expected to solve the shortfalls in funding for statutory functions which predominantly provide support for a small minority of the most vulnerable residents.

2.12 In accordance with Financial Regulations, a medium-term capital programme and financing plan is prepared on an annual basis. Where capital estimates are included, funding must be secured and approved prior to any expenditure being incurred. The administration's draft capital programme continues to be based on the principle of no new borrowing to fund new schemes. The 2025-35 programme includes the rephasing of projects as a result of 2023-24 outturn as well as new fully funded schemes, invest to save projects, resolution of outstanding funding on essential commitments arising since the original programme was published and inclusion of spending on rolling programmes in the 10th year (2034-35). In recent years capital grants have not kept pace with inflation (with in some cases no inflationary uplifts) with the consequence that spending in real terms has reduced. This has resulted in increased maintenance backlogs. The policy of prioritising emergency works which avoid risk to life and limb on essential assets remains. This is a short-term necessity while review and reduction of the Council's estate can be implemented over the medium-term.

2.13 Setting the annual budget is one of the most significant decisions the County Council takes each year. It sets the County Council's share of council tax and the overall resource framework in which the Council operates. The administration's budget is the financial expression of the Council's strategic priorities. The budget gives delegated authority to manage the budget to Corporate Directors and Directors within the parameters set out in the Council's Constitution and Financial Regulations. Corporate Directors and Directors are accountable for spending decisions within delegated powers, reporting to the Chief Executive, and these are monitored through the Council's budget monitoring arrangements regularly reported to Cabinet. The draft budget is developed, scrutinised and ultimately approved in compliance with the following six key considerations:

A) Strategic Priorities – Strategic Statement

2.14 In 2022, KCC published [Framing Kent's Future](#) (FKF) the council's high-level strategic statement. It set out the challenges and opportunities Kent is faced with and the actions the Council will prioritise to address them a four year period, focussing on four key priorities. Since this strategy was approved there has been a significant shift in the financial and operating landscape.

2.15 KCC's Budget Recovery Strategy, [Securing Kent's Future](#), was agreed at a Cabinet meeting on 5th October 2023. This updated the Council's ambitions in light of the changed landscape and given the significance of adults and children's social care within the Council's budget, and that spending growth pressures on the Council's budget overwhelmingly (but not exclusively) come from social care, that the priority of delivering New Models of Care and Support within FKF must take precedence over the other priorities.

2.16 The draft 2025-26 revenue budget continues to be based on the revised strategic ambitions set out in Securing Kent's Future (SKF) approved by Cabinet in October 2023 which recognised the necessity of the ambition to deliver New Models of Care and Support which must take precedence over other priorities. This creates an expectation that council services across all directorates must prioritise delivering the new models of care and support objective as a collective enterprise. The net growth in core funded spending (growth less savings and income) on adult and children's social care is £76.8m (+9.1%) compared to overall net growth in core funded spending for the whole council (excluding NAC and CHB) of £71.9m (+5.4%), this shows that collectively other services have seen a net reduction of £4.8m (-1.0%). This distribution reflects the strategic priority for new models of care under the revised prioritisation of the Council's strategic objectives. Net spending in non-attributable costs (NAC) has increased due to additional reserves contributions to meet the objective of improving financial resilience, and removal of one-off income/projected lower returns on treasury investments.

2.17 This does not mean that the other objectives of Levelling Up Kent, Infrastructure for Communities, and Environmental Step Change are not still important and all work on these must stop. However, the scope of these other three objectives will have to be scaled back in terms of additional investment and funding, and management time and capacity that can reasonably be given to them alongside reduced expectations and outcomes. It also does not mean that we can ignore unavoidable spending in other areas of council activity, but policy ambitions in these areas may have to be limited.

2.18 In recognition of the revised priority in SKF and continued pressures on social care the administration's draft budget for 2025-26 includes passporting all the Adult Social Care council tax levy and all the additional Social Care Grant in the pLGFS into the adult social care budget as well as a pro rata share of general funding, and passporting the new Children's Social Care Prevention Grant into children's services. This prioritisation, particularly Social Care Grant into adult social care reflects the significant and sustained pressures on adult services. The requirement to deliver £19.8m policy savings to replace one-offs used to balance 2024-25 budget has focussed on reviewing areas of discretionary spending in line with the SKF objective to focus on policy choices and the scope of the Council's ambitions.

B) Best Value

2.19 The Council has a statutory Best Value duty to secure continuous improvement having regard to economy, efficiency and effectiveness. The latest guidance explicitly states that this includes delivering a balanced budget, providing statutory services (including adult social care and children's services), and securing value for money in all spending decisions. Those councils that cannot balance competing statutory duties, set a balanced budget, deliver statutory services, and secure value for money are not meeting their legal obligations under the Local Government Act 1999. The statutory Best Value duty must frame all financial, service and policy decisions and the council must pro-actively evidence the best value considerations, including budget preparation and approval.

C) Requirement to set a balanced budget

2.20 The Local Government Finance Act 1992 requires the Council to consult on and ultimately set a legal budget and Council Tax precept for the forthcoming financial year, 2025-26. Whilst there is no legal requirement to set a balanced MTFP, this is considered

good practice with an expectation that the financial strategy is based on a balanced plan in the medium term (albeit based on planning assumptions)

2.21 Setting the Council's revenue and capital budgets for the forthcoming year continues to be incredibly challenging due to the fiscal environment with the government's fiscal rules set out in Autumn Budget 2024 with a stability rule to balance day to day spending (with borrowing only to fund investment); and an investment rule that ensures net public sector debt on a sustainable falling path as proportion of Gross Domestic Product (GDP). These rules need to be met by 2029-30. These fiscal targets are likely to restrict the scope for increased central government funding for local government. The Council's current year's budget was balanced through a significant level of planned savings, income and one-off use of reserves/capital receipts. Delivery of these savings is crucial to delivering a balanced outturn without further draw down from reserves. A similar scenario is predicted for 2025-26 and subsequent years with forecast spending growth exceeding likely funding, requiring further significant annual recurring savings and income to balance the budget. The scope for savings of the required magnitude is increasingly limited unless the statutory obligations are changed.

2.22 What is meant by 'balanced' is not defined in law and relies on the professional judgement of the Chief Financial Officer to ensure that the budget is robust and sustainable. A prudent definition of a balanced budget would be a financial plan based on sound assumptions which shows how planned spending and income equals the available funding for the forthcoming year. Plans can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves.

2.23 The previous government had confirmed that the Statutory Override for the Dedicated Schools Grant (DSG) deficits was extended for a further 3 years from 2023-24 to 2025-26. The current override expires on 31st March 2026. The pLGFS included the government's intentions to set out plans next year for reforms to the SEND system which will include how the government will support authorities to deal with historic and accruing DSG deficits which in turn will inform any future decision on the override. This uncertainty presents a considerable obstacle to providing a medium-term assurance on the Council's financial viability. In accordance with the current Safety Valve agreement, and in compliance with audit requirements, the draft budget includes the Council's contribution to a specific reserve which is intended to progressively offset the accumulated DSG deficit over the lifetime of the agreement, but this reserve would not be sufficient if the override is not renewed after March 2026. This continues to pose a significant risk to the Council's financial sustainability.

2.24 The pLGFS proposes that the current statutory override which disapplies part of International Financial Reporting Standard 9 (IFRS9) is not extended beyond March 2025. IFRS9 requires provision is made in budgets for unrealised gains and losses on pooled investment funds. The override allowed authorities to record the impacts of fair value movements of pooled investment funds in an unusable reserve. Changing the accounting mechanisms so that gains and losses are recognised in the revenue account could have large (and unpredictable) variances at year end impacting on medium term financial planning.

2.25 While there is no legal definition of a balanced budget, legislation does provide a description to illustrate when a budget is considered not to balance:

- where the increased uncertainty leads to budget overspends of a level which reduce reserves to unacceptably low levels, or

- where an authority demonstrates the characteristics of an insolvent organisation, such as an inability to pay creditors.

2.26 To avoid the risk of an unbalanced budget the Council has to be financially resilient. Good financial management is fundamental in establishing confidence in the budget and ensuring that savings plans are achievable, and the finances can withstand unexpected shocks.

2.27 The draft budget continues to include an assessment of financial risks. The 2025-26 budget also includes a new assessment of the financial resilience of the Council based on the latest CIPFA guidance on building financial resilience. Both of these measures show that the Council has some way to go to improve its financial resilience.

D) Equalities Considerations

2.28 The Equality Act 2010 requires the Council, in the exercise of its functions to have due regard to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

2.29 To help meet its duty under the Equality Act the council undertakes equality impact assessments to analyse a proposed change to assess whether it has a disproportionate impact on persons who share a protected characteristic. As part of our budget setting process an equality impact assessment screening will be completed for each savings proposal to determine which proposals will require a full equality impact analysis (with mitigating actions set out against any equality risks) prior to a decision to implement being made.

2.30 The amounts for some savings can only be confirmed following consultation and completion of an equalities impact assessment. Consequently, amounts are only planned at the time the budget is approved and can change. Any changes will be reported through the in-year budget monitoring reports which will include separate and specific consideration of delivery of savings plans.

E) Treasury Management Strategy

2.31 The Treasury Management Strategy Statement is included as an appendix to this report and requires approval by full Council in accordance with the CIPFA Treasury Management Code of Practice. The Statement sets out the proposed strategy with regard to borrowing, the investment of cash balances and the associated monitoring arrangements.

2.32 The prudential indicators set out in the Treasury Management Strategy and Capital Strategy will be based on the first three years of the 10 year Capital Programme.

F) Budget Consultation

2.33 The Council's 2025-26 budget public consultation ran from 13th June to 7th August 2024. It was hosted on the Council's Let's talk Kent website and can still be viewed via this link <https://letstalk.kent.gov.uk/budget-consultation-2025-26>.

2.34 In total, 2,389 people responded to the questionnaire, which is 8.8% lower than the response rate to last year's budget consultation. Responses were received from Kent

residents, KCC staff, and a range of local businesses and organisations. 30% of respondents found out about the consultation via Facebook, and 25% via an email from Let's talk Kent or the Council's engagement and consultation team.

2.35 A supporting document was provided, which set out the background to the consultation including: key facts about Kent; KCC's strategic priorities; the financial challenges the council has had to address in recent years including areas of significant spending growth in particular in providing services for the most vulnerable residents; an overview of how the Council plans to spend the 2024-25 budget and how we are funded; and the 2025-26 financial challenge. The document included information on the council tax referendum principles, the assumed increases for 2025-26, and the impact on council tax bills. The document sets out the financial outlook for the forthcoming year and that difficult decisions will be needed to balance significant forecast spending increases with the forecast resources from council tax and central government settlement.

2.36 The consultation sought views on council tax proposals for both general council tax and the adult social care levy, and asked respondents to indicate their level of support for increases in line with, above (for general council tax only), or below the referendum level, or whether they are opposed to an increase. The consultation sought views on how services should be prioritised, and where savings should be made, by asking for levels of comfortableness with making spending reductions across the Council's different service areas, as well as which of these service areas to prioritise if there was only £1 of investment left to make. The consultation also sought views on some specific approaches to saving the Council money or generating more income and asked for any other suggestions on ways to make savings or increase income.

2.37 A detailed report setting out the responses received from the public consultation is included as a background document to this report along with feedback from engagement with the VCSE sector. An exercise with the KCC management cohort is reported separately from the public consultation.

3.1 The provisional LGFS for 2025-25 was published on 18th December 2024. The pLGFS provided more detail about the funding allocations for individual authorities following the policy statement published on 28th November 2024 which itself built on the Autumn Budget 2024 published on 30th October 2024 setting out departmental spending plans and taxation. As has been the case since 2013-14 the settlement included a core spending power setting out a standard calculation of change in each authority's funding through council tax and general (non-specific) grants.

3.2 Table 3.1 sets out the core spending power for KCC and England for 2025-26 compared to adjusted amount for 2024-25. Where cells are shaded out this reflects either new grants (for which there is no comparison) or where grants have ceased or have been subsumed within broader grants.

Table 3.1	2025-26 Provisional		2024-25 Final	
	Kent £'m	England £'m	Kent £'m	England £'m
Council Tax	993.9	38,311.8	935.7	36,153.5
Grants				
Settlement Funding Assessment (incl. RSG)	222.0	16,841.0	215.8	16,562.7
Social Care Grant	137.1	5,924.0	117.0	5,044.0
Market Sustainability & Improvement Fund	27.0	1,050.0	27.0	1,050.0
Improved Better Care & Discharge Funds	61.7	2,639.8	61.7	2,639.8
Recovery Grant	0.0	600.0		
Children's Social Care Prevention Grant	6.2	250.0		
Business Rate Compensation (under-indexation only)	40.5	2,698.9	38.8	2,581.3
New Homes Bonus	1.9	290.0	2.1	290.8
Services Grant			1.3	87.4
Rural Services Delivery Grant			0.0	110.0
Funding Floor/Minimum Funding Guarantee	0.0	121.5	0.0	268.6
Domestic Abuse Safe Accommodation Grant	4.0	160.0	3.2	129.7
Rolled in Grants (inc. Extended Rights to Home to School Transport)			3.6	64.3
Total Grants	500.5	30,453.7	470.5	28,828.6
Total Core Spending Power	1,494.4	68,765.5	1,406.1	64,982.1

3.3 The overall increase in KCC's core spending power over 2024-25 is 6.28%. This is less than the average of 6.54% for social care authorities which have the flexibility to increase council tax up to 5% (single and upper tiers). The targeting of new grants (particularly Recovery Grant and Children's Social Care Prevention Grants) using deprivation and Council Tax equalisation results in larger increases for some authorities.

3.4 The largest single element of the overall KCC increase (approx. 66% of the total increase) comes from Council Tax. The CSP assumes 6.2% increase in KCC council tax comprising an increase in the household charge up to 5% referendum level and assumed increase in tax base. The next largest elements come through Social Care Grant and Children's Social Care Prevention Grant. KCC does not receive any of the Recovery Grant.

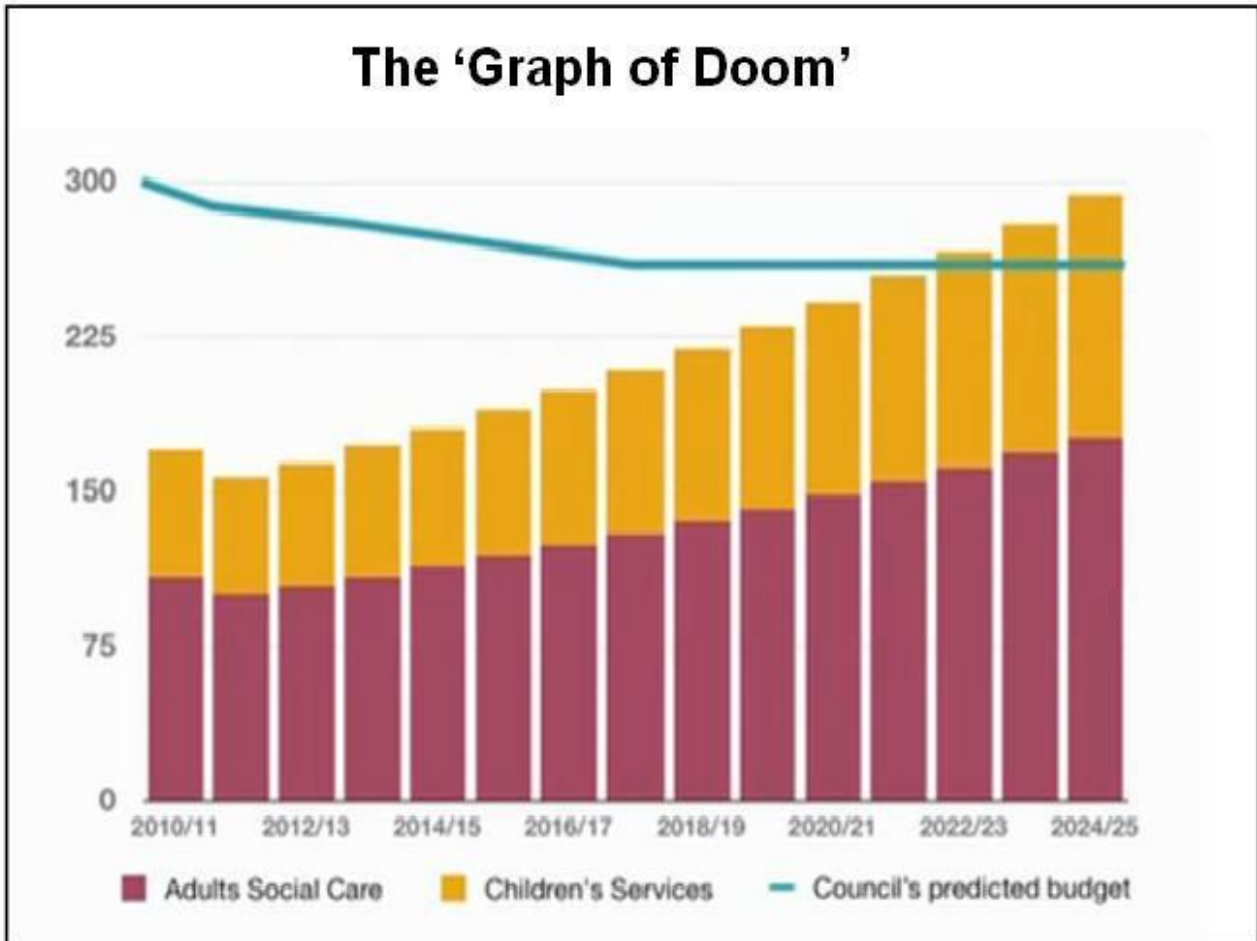
The detail of these new grants was included in the report to Cabinet on 9th January 2025, this report is available as background document and the main grants are set out in appendix K of this report.

3.5 The administration's draft budget includes a proposed increase in Council Tax up to the maximum permitted without a referendum. If agreed the Council Tax precept raised on individual district councils will be based on this rate and the band D equivalent tax base estimate supplied by each district, and thus slightly different to the amount in CSP. The draft budget proposes that all of the increase in Social Care Grant is passported into adult social care (along with the ASC council tax levy and pro rata share of other general funding). The new grant for Children's Social Care Prevention Grant is passported into children's budget with associated increased spending. The increase in the Domestic Abuse Safe Accommodation Grant is proposed to be used to fund the existing core funded community support for domestic abuse victims (pending confirmation of the grant conditions). The changes in other grants are incorporated into the overall draft budget proposals without any specific targeting.

Historical Social Care Spending

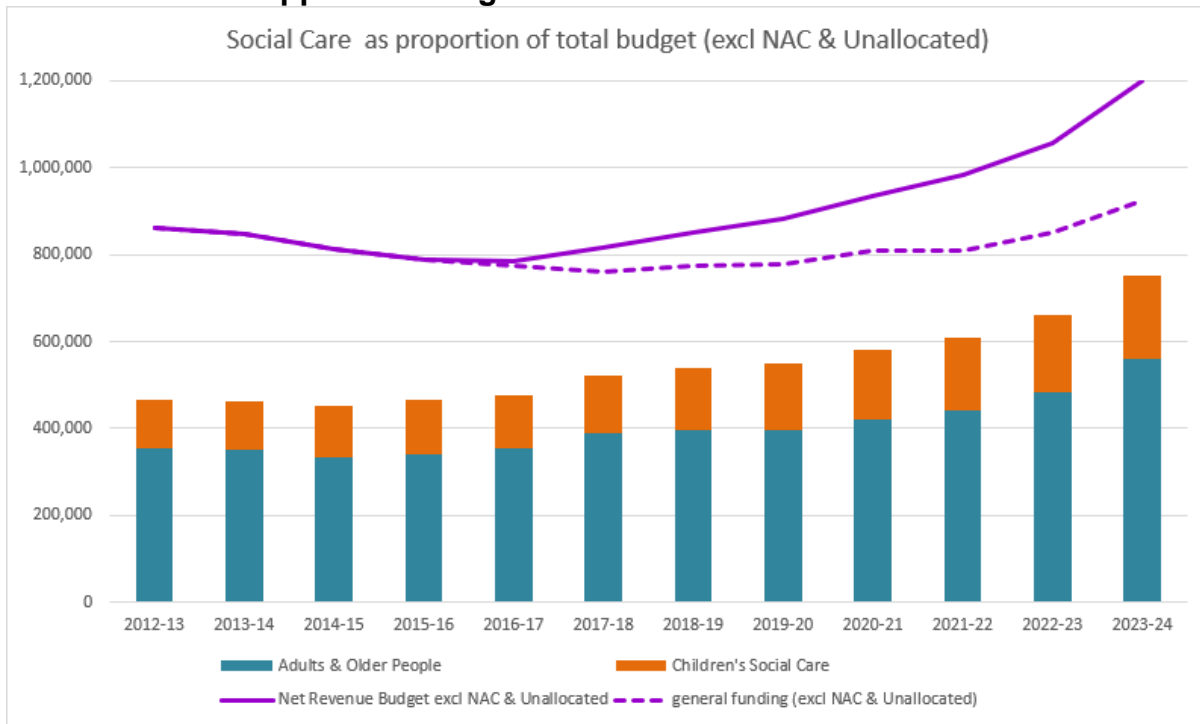
4.1 In the early years of austerity the Barnet “graph of doom” received a lot of attention, partly due to its evident simplicity. The graph showed a prediction of how dramatic the impact would be if spending and adult and children’s social care was rising at the same time overall budget of the Council was reducing. The graph is repeated as chart 4.1.

Chart 4.1 – Barnet Graph of Doom



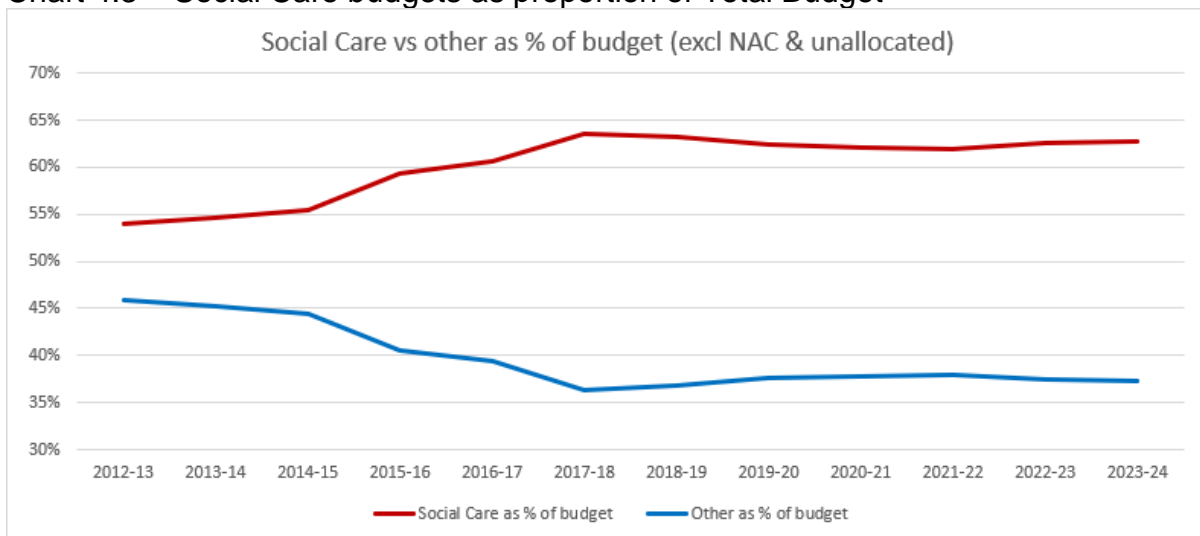
4.2 The reality has been somewhat different, particularly following the change in emphasis from 2016 which allowed councils to raise a specific adult social care Council Tax charge and greater recognition of adult social care in grant settlements since 2016. KCC’s budgeted expenditure on adult’s and children’s social care is presented over a similar period in the same format as the original Barnet graph of doom compared to the total budget (excluding non-attributable and centrally held costs for consistency). This shows a similar picture to the Barnet prediction in the early years but a marked shift since around 2016 as the increases in funding for social care from Council Tax and grants was passported into social care budgets. Had this additional funding not been available (dotted line on chart 4.2), the Barnet prediction would have been a more accurate portrayal although not as stark.

Chart 4.2 – KCC Approved Budgets on Social Care



4.3 Chart 4.2 shows that the Council’s social care budgets initially increased as a proportion of the total budget in the early years (when overall budget was falling) and have subsequently plateaued with the passporting of specific funding. However, what this does not adequately show is the recent trends with significant cost and demand increases to fulfil the Council’s statutory obligations in both adults and children’s social care. If the graph was plotted on actual spend it would show adults and children’s rising more sharply in recent years consuming an ever increasing proportion of overall Council spending. Chart 4.3 shows a simpler presentation as the same information as chart 4.2 plotting social care and other budgets as proportion of total budget (although again if this were based on actual spend it would show an increasing proportion on social care).

Chart 4.3 – Social Care budgets as proportion of Total Budget



Social Care Funding 2025-26

4.4 The vast majority of the Council's funding is not hypothecated for individual services. This includes the general Council Tax precept, the settlement funding assessment (comprising the retained business rate baseline and revenue support grant), business rate compensation grant, New Homes Bonus Grant and assumed level of compensation for changes in employer's national insurance contributions. In total this un-hypothecated funding amounts to nearly £1.1bn of the £1.5bn proposed net budget for 2025-26 (74.3% of total funding).

4.5 Since 2016-17 the Council has had the ability to raise a specific adult social care Council Tax precept, now raising approx. £156m in 2025-26 (10.2% of total funding) and additional social care related grants have been included in the settlement, now amounting to over £230m in 2025-26 (15.5% of CSP). The 2025-26 final draft budget includes an overall increase in funding of £96.6m (6.8%). Of this £20.6m is from the adult social Council Tax precept, £20.1m from the Social Care Grant and £6.2m Children's Social Care Prevention Grant.

4.6 The draft budget includes significant spending increases in adults and children's social care spending. These increases exceed passported funding and pro rata share of general funding as show in table 4.1.

Table 4.1 – Spending and Funding for Adult Social Care

	Total	ASCH	CYPE
	Adults	Adults (26+)	Adults (18-25)
Base Budget 2024-25	£620.3m	£564.5m	£55.7m
Spending growth (note 1)	£78.1m	£76.6m	£1.6m
Savings/Income (note 2)	-£23.0m	-£22.2m	-£0.8m
Net growth in service budgets 2025-26	+£55.1m	+£54.4m	+£0.7m
Est. share of centrally held pay	+£3.8m	+£3.8m	£0.0m
Total Net growth	+£59.0m	+£58.2m	+£0.7m
Passported Council Tax	£20.5m	£18.7m	£1.8m
Passported Social Care Grant	£20.1m	£17.2m	£2.9m
Pro rata share of general funds (note 1)	£12.8m	£11.5m	£1.3m
Total Net Funding	£53.4m	£47.4m	£6.0m
Excess share included in budget	+£5.5m	+£10.8m	-£5.2m

Note 1 = excludes domestic abuse

Note 2 = excludes savings towards £19.8m policy savings target

5.1 The largest single grant received by the Council is the Dedicated Schools Grant (DSG), which is ring-fenced to fund school budgets and services that directly support the education of pupils. The Local Authority is responsible for distributing and spend these grants in accordance with the Department of Education (DfE) guidance. The Local Authority receives its DSG allocation gross (including allocations relating to academies and post 16 provision), and then the Education & Skills Funding Agency (ESFA) recoups the actual budget for Academies to pay them directly, based on the same formula as the funding allocations made to local authority-maintained schools.

5.2 The DSG is allocated through four blocks: The Schools Block, Central School Services Block, High Needs Block and Early Years Block. All elements of the DSG are calculated based on a national funding formula, however these are calculated using historic funding as a baseline. In addition, the Council receives, and passports fully to schools, other specific grants such as pupil premium funding or the Core Schools Budget Grant for Special Schools & Alternative Provision (relating to 2023 & 2024 teachers pay & pensions increases).

5.3 The table below sets out the latest DSG allocation over the funding blocks for 2025-26.

Table 5.1 - Dedicated Schools Grant 2025-26 and Latest DSG 2024-25

Block	2025-26 £m	2024-25 £m	Change £m
Schools Block (*)	1,384.1	1,275.7	108.5
CSSB	12.2	12.3	-0.1
High Needs Block	345.5	322.7	22.8
Early Years Block	226.1	158.6	67.4
Total	1,967.9	1,769.3	198.5

* includes £72.4m (2023 & 2024 teachers pay & pension grants rolled in) and £33.8m (new monies)

5.4 The early years block is used to fund the free entitlements for under-fives and has been increased in 25-26 for inflationary increases of between 2.7% & 3.6%. Further funding has also been allocated to fund the continual rollout of the extension of the free entitlement for working age parents down to 2 years from April 2024 and, to 9 months from September 2024. The Council is required to plan to pass on at least 96% of the funding to early years providers.

5.5 The primary and secondary pupil funding rate in the Schools Block, used to fund School Budgets, has increased by 2.6% in 25-26 (after 2024-25 grants have been rolled in). The total schools block for Kent (before deductions for academies) has increased by £108.5m (7.8%) to £1.4bn on the comparable figure for 2024-25, of which £33.8m (2.6%) is new monies. Approximately 1.3% of this relates to the full year effect of funding to support the cost of teachers pay award in September 2024, whilst the remaining 1.3% is fund pupil demographic changes and inflationary increases.

5.6 The High Needs Block is funding to support costs of pupils with additional educational needs, across mainstream and special schools & colleges as well as the associated support costs. The allocation of the high needs block for 2025-26 has increased by £22.8m (7%) on the comparable figure for 2024-25.

5.7 The increase in funding for schools is lower than in recent years and whilst the increase in the high needs block is slightly higher than last year it is still significantly lower than in recent years and is required to fund ongoing demand challenges. At the same time Central Government has confirmed the National Living Wage (NLW) will rise by a further 6.7% from April 2025. The School Teachers Review Body (STRB) have not published their formal recommendations on teacher's pay rises, the DfE have set out in their evidence to the STRB that a rise of 2.8% would be acceptable from September 2025, however this will not be fully funded, and schools will be expected to make efficiencies. The continual disparity between funding and staff cost rises will have a financial impact on schools, where the salaries of most support staff track close to NLW, with the most significant impact on schools supporting high numbers of children with special education needs (where there is greater requirement for support staff), including special schools and pupil referral units. Community and Voluntary Controlled maintained schools are required to implement the Personnel Committee recommendations on Kent Scheme pay, whilst other schools (voluntary aided and foundation-maintained schools, academy trusts & free schools) can make their own pay decisions, many still mirror the KCC pay structure to remain competitive in the County.

5.8 A significant financial risk for the Council is the continuing and increasing underlying deficit and accumulated debt on the High Needs Block of Dedicated Schools Grant (DSG), a forecast total of £227m as at 31st March 2025 (excluding contributions from KCC and DfE). Since the introduction of the Children and Families Act 2014, the Council has seen an unprecedented rise in the number of children and young people assessed for Education Health and Care Plans (EHCPs) and the increasing proportion of children being educated in special and independent schools and a smaller proportion educated in mainstream schools. The high needs funding within the DSG has not kept pace, resulting in in-year overspends and an accumulated deficit on the unallocated DSG reserve. Whilst this is recognised as a national problem it has been particularly acute in Kent with numbers significantly higher than the national and nearest neighbours' average.

5.9 Since March 2023, KCC has been part of the Safety Valve Programme where the DfE and the Council are contributing towards the historic deficit on the understanding that plans will be put in place to bring the Council to a breakeven position by 2027-28. As a result of this, the deficit on the High Needs Block has been reduced by contributions to an estimated £96m at the end of 2024-25.

5.10 The Council recognises it needs to take further actions to ensure children with SEN are supported and that this is sustainable within the funding provided, and significant work is being undertaken to identify efficiencies and improvements in high needs provision, these are set out in the [Safety Valve Agreement](#) and include:

- Reviewing the commissioning strategy to ensure greater consistency in offer of SEN provision across the county including reviewing both special schools and Specialist Resource Provision (SRP) to reduce the increasing reliance on independent schools
- Reviewing commissioning arrangements with independent providers.
- Improving parental confidence through supporting inclusive practice and capacity building in mainstream schools including development of the locality model
- Further collaborative working with Health and Social Care partners

5.11 The Schools' Funding Forum have also agreed a 1.2% transfer from Schools Block to the High Needs Block to help to support the system of SEN support in mainstream schools across the county including ensuring sufficient funding for the County Approaches to Inclusive Education. This has been approved by the Secretary of State.

5.12 The Central School Services Block (CSSB) was introduced in 2018-19 to fund councils for their statutory duties relating to maintained schools and academies including for retained statutory duties and ongoing central functions i.e. admissions, and historic commitments including items previously agreed locally such as termination of employment costs. The element of the CSSB that funds ongoing services has increased by 6.2%, this is to help fund rises in school licences. Funding for schools historic pension commitments has been reduced in 2025-26, we are awaiting the outcome of an application to the DfE for continuation of this funding at the previous year's level.

6.1 Council Tax income is a key source of funding for council services. The amount generated through Council Tax is based on a precept on collection authorities derived from the estimated band D equivalent Council Tax Base (the number of weighted properties in each band adjusted for exemptions, discounts and assumed collection rates) and the County Council share of the band D household charge.

6.2 A significant proportion of the funding towards the revenue budget is derived from the County Council’s share of Council Tax. The County Council share of Council Tax typically amounts to around 70% of a household Council Tax bill. The County Council charge is the same for all households in the county (as is the share for Police & Crime Commissioner and Fire and Rescue authority), the amount for district/borough and town/parish councils will vary depending on the local area and the individual decisions of these councils.

6.3 The Council currently can, subject to legislative constraints, increase its Council Tax rate through two mechanisms, the Adult Social Care (ASC) precept and general tax rate increases. Each 1% increase in the Council Tax rate generates circa £9.5m per annum in 2025-26, which equates to an extra 31 pence per week for a band D property.

6.4 The Council Tax referendum principles for 2025-26 allow for up to but not exceeding 3% general tax rate increases without a referendum plus an additional Adult Social Care levy of up to 2%. These increases are based on the total County Council share of the household charge for 2024-25 (£1,610.82 for band D household). The administration’s draft budget 2025-26 includes a proposed 2.995% increase for the general precept (up to but not exceeding the referendum level) and a further 1.995% increase for the adult social care levy (ASCL). The proposed Council Tax increases and overall charge by individual bands are shown in tables 6.1. The ASCL will no longer been shown separately on council tax bills.

Table 6.1 – Proposed Council Tax Increases by Band

Band	Proportion of Band D Tax Rate	2024-25 (incl. ASCL) £p	2025-26 (incl. increase in ASCL) £p	Increase £p
A	6/9	1,073.88	1,127.46	53.58
B	7/9	1,252.86	1,315.37	65.21
C	8/9	1,431.84	1,503.28	71.44
D	9/9	1,610.82	1,691.19	80.37
E	11/9	1,968.78	2,067.01	98.23
F	13/9	2,326.74	2,442.83	116.09
G	15/9	2,684.70	2,816.65	133.95
H	18/9	3,221.64	3,382.38	160.74

6.5 The County Council’s 2024-25 Council Tax charge (including Fire and Rescue Authority to ensure valid like for like comparison) is currently mid-range at 10th highest of the 21 counties in England and 5th of the 7 south east region counties. We will not know the Council’s relative position on Council Tax for 2025-26 until all county councils have agreed their precept and Council Tax charge for the forthcoming year.

6.6 The latest Council Tax precept and Council Tax funding levels are based on tax base estimates notified by the 12 district and borough councils as shown in table 6.2. The total tax base increase of 1.22% (slightly lower than the provisional figure of +1.24%) is significantly less than our initial estimate of 1.7% and results in an increase in Council Tax funding of £11.4m (£4.9m less than estimated in the November draft budget). The tax base estimates include changes in number of dwellings, changes in discounts and premiums, assumed collection rates and the introduction of premiums on second homes.

Table 6.2 – Tax base changes and 2025-26 Precept

District	2024-25 Final Band D Equivalent Taxbase	2025-26 Latest Band D Equivalent Taxbase	2025-26 Precept @ £1,691.19 (incl. ASCL) £000s	% change
Ashford	49,832.00	49,332.00	83,429.8	-1.00%
Canterbury	53,348.27	55,053.98	93,106.7	+3.20%
Dartford	41,029.46	41,702.34	70,526.6	+1.64%
Dover	40,874.50	42,119.72	71,232.4	+3.05%
Folkestone & Hythe	40,466.09	41,413.64	70,038.3	+2.34%
Gravesham	35,994.62	35,442.89	59,940.7	-1.53%
Maidstone	68,263.60	68,085.50	115,145.5	-0.26%
Sevenoaks	52,394.75	53,008.33	89,647.2	+1.17%
Swale	50,367.85	50,518.20	85,435.9	+0.30%
Thanet	46,454.06	48,260.89	81,618.3	+3.89%
Tonbridge & Malling	53,477.93	53,849.82	91,070.3	+0.70%
Tunbridge Wells	48,360.90	49,134.60	83,095.9	+1.60%
Total	580,864.03	587,921.91	994,287.65	+1.22%

ASCL = Adult Social Care Levy

6.7 The district and borough councils also have to notify us of their estimated collection fund balance for over/under collection in the current year (including any balance brought forward). This must also be reflected in the draft budget as over/under collection has to be taken into account as part of the decision on the Council Tax charge for 2025-26. The draft budget includes a £3.2m collection surplus balance (compared to a £0.6m provisional collection deficit balance), this is £3.8m less than the £7m assumed surplus balance in the November draft and in accordance with established policy and practice the difference from the assumption is drawn from the local taxation equalisation reserve, which avoids any impact on the overall revenue budget and savings/income requirement. Table 6.3 shows the changes in collection fund balances in 2024-25 and 2025-26 for each collection authority.

Table 6.3 – Collection Fund Estimated Balances

District / Borough Council	Collection fund surplus/ (deficit) in 2024-25 Budget	Collection fund surplus/ (deficit) in 2025-26 Draft Budget	Difference
Ashford	-£1,290,972	-£213,723	£1,077,249
Canterbury	£1,091,180	£2,578,646	£1,487,466
Dartford	£1,584,612	£1,509,970	-£74,642
Dover	£487,573	£172,772	-£314,801
Folkestone & Hythe	£1,070,000	-£515,661	-£1,585,661
Gravesham	-£218,780	-£1,424,350	-£1,205,570
Maidstone	-£1,425,915	-£744,024	£681,891
Sevenoaks	-£58,283	£1,625,143	£1,683,426
Swale	-£207,649	-£294,838	-£87,189
Thanet	£568,715	£805,939	£237,224
Tonbridge & Malling	£412,048	-£289,929	-£701,977
Tunbridge Wells	£502,950	£0	-£502,950
Total	£2,515,480	£3,209,945	£694,466

7.1 The administration's updated draft revenue budget and draft capital programme was published on 6th January 2025 for consideration of material changes through the January cycle of Cabinet Committees. As with the earlier draft for the November cycle of Cabinet Committees this was a tailored report for each committee focussing on the key policy considerations within the administration's draft budget proposals for the relevant Cabinet portfolio(s) for each committee. The reports included an appendix with the overall high level three-year revenue plan for the whole council, and separate appendix with the one-year plan for relevant Cabinet portfolio(s)/directorates using the same classification for spending growth and savings/income as the three-year plan.

7.2 This report setting out the full draft to the administration's proposed budget will be considered by Scrutiny Committee on 29th January ahead of being presented to Cabinet on 30th January for formal endorsement. The administration's final draft budget will be considered by County Council on 13th February for approval. The final draft will include any changes arising from final settlement (assuming this is announced in time), final tax base and collection fund notifications, recommendations from Personnel Committee on Kent Scheme pay award for 2025-26 and any other material changes as necessary. No formal proposed amendments were presented to Cabinet from Cabinet Committees and Cabinet Members addressed informal comments raised. As required by the Council's Constitution and Financial Regulations, the final draft budget for County Council approval will be proposed by the Deputy Leader/Cabinet Member for Finance Corporate and Traded Services (under delegated powers from the Leader) and published in a format recommended by the Interim Corporate Director, Finance and agreed by the Leader.

7.3 The administration's final draft capital programme 2025-35 is set out in appendices A and B of this report. Appendix A provides a high-level summary of planned capital spending and financing over the 10 year period. The financing is a combination of government departmental capital grants, anticipated developer contributions and capital receipts, external funding and borrowing. In many cases funding has not been increased for inflation and consequently inflation has had to be absorbed, reducing the real terms values within the programme. The programme is largely unchanged from the January draft other than inclusion of additional grant funded spending and some rephasing, borrowing is unchanged and there are minor changes in funding from receipt and revenue contributions. Appendix B contains planned spending on individual projects and rolling programmes by directorate. Appendix C is not part of the approved programme and is only included for reference, providing information on indicative spending on potential projects in the pipeline where funding has not yet been secured.

7.4 The capital strategy recognises that the capital programme must align with the Council's strategic priorities and support the priorities and principles in other key strategies such as Kent and Medway Growth and Infrastructure Framework, Local Transport Plan, Commissioning Plan for Education Provision, Asset Management Strategy etc. It is equally important that these key strategies are regularly reviewed and updated to take into account legislative requirements and the financial operating environment including both capital and revenue funding settlements. The review and updating of these strategies also needs to reflect the objectives set out in Securing Kent's Future and contribute to the delivery of the budget recovery plan.

7.5 The presentation of the administration's updated draft revenue budget 2025-26 and 2025-28 MTFP focuses on the key policy and strategic implications of the proposals. The

revenue proposals are summarised in appendices D to G of this report. These appendices show the spending, income and savings changes from the current year's approved budget (2024-25) and the financing requirements. Appendix D provides a high-level summary of the proposed three-year plan for the whole Council, showing the spending growth, savings & income, changes in reserves for core Council funded activity (funding from the pLGFS and local taxation) separately from changes in externally funded activities (largely specific grant funded). There have been significant changes in planned 2025-26 core spending and funding from the November draft as result of the pLGFS, provisional tax base and collection fund balance. The changes are summarised in table 7.1 and reflect the now balanced position for 2025-26.

Table 7.1 - Changes in core funded spending, savings and funding in Appendix D from November draft

	Initial Draft (Nov 2024)	Latest Draft (Jan 2025)	Change
Spending Growth	+£117.2m	+£150.4m	+£33.2m
Internal base budget adjustment	-£0.8m	-£0.8m	-
Income	-£10.0m	-£23.5m	-£13.5m
FYE of current year and new savings	-£64.0m	-£70.8m	-£6.8m
Removal of one-off and reversal of unachieved savings	+£32.3m	+£32.8m	+£0.5m
Reserves	+£4.1m	+£12.1m	+£8.0m
Funding	-£67.5m	-£100.2m	-£32.7m
Balance (+ve = unresolved)	+£11.4m	£0m	-£11.4m
of which Adult Social Care	+£8.6m	-	-£8.6m
of which Other	+£2.8m	-	-£2.8m

7.6 The increased funding is predominantly additional grants announced in the provisional Local Government Finance Settlement published on 18th December 2024 and now reflected in the updated draft budget along with associated spending. The updated draft does not include the compensation for a freeze in the Business Rate multiplier and additional reliefs, as this was not fully reflected in the pLGFS announcement. The additional grant to fund the additional payroll costs arising from the reduction in employer National Insurance Contributions (NICs) and increased contribution rate announced in the Autumn Budget 2024 have not yet been announced (and will not be reflected in Core Spending Power presentation), at this stage it is assumed the grant will be same as forecast costs (any variances will have to be reflected in the final draft budget for Council approval). The updated draft budget includes provisional Council Tax base and collection fund balance estimates from district council. The changes in funding from the original November draft budget as listed in table 7.2.

Table 7.2 List of Funding changes since November draft

Category	Description	Amount
Grant	Settlement Funding Assessment (net of grants rolled in)	-£4.2m
Grant	Social Care Grant	+£20.1m
Grant	Market Sustainability & Improvement Fund (previously assumed workforce element was time-limited)	+£5.3m
Grant	Children's Social Care Prevention Grant	+£6.2m
Grant	Domestic Abuse (increase on former specific grant)	+£0.8m
Grant	New Homes Bonus Grant (continuing for one more year)	+£1.9m
Grant	Services Grant	-£1.3m
	<i>Sub total grants in pLGFS</i>	<i>+£28.7m</i>
Grant	Original Domestic Abuse specific grant	+£3.2m
Grant	Est. Employer NICs compensation	+£9.4m
Council Tax	Provisional tax base estimate (+1.24%)	-£4.9m
Council Tax	Provisional collection fund estimate	-£3.8m
	Total	£32.6m

7.7 The increased spending growth is predominantly related to increased grants in the pLGFS but also includes changes from estimates in the November draft arising from the full year effect of latest forecast spending variances from quarter 2 monitoring 2024-25 and latest OBR inflation forecasts. The material changes in spending growth are listed in table 7.3

Table 7.3 – List of significant changes to Spending Growth since November draft

Description	Directorate	Amount	Linked to Funding
Estimate employer NICs	CHB	+£9.4m	Y
Oracle Cloud funded from flexible use of receipts	DCED	+£8.0m	Y
Increase in ASC price uplift to 4%	ASC/CYPE	+£8.0m	Y
Critical adolescence prevention work (from CSPG)	CYPE	+£6.2m	Y
Removal of Domestic Abuse specific grant income	ASC/CED	+£3.2m	Y
Initiatives to reduce residual waste (from EPR)	GET	+£1.3m	Y
Increase social care activity in current year	ASC/CYPE	+£3.8m	
Essential highway maintenance	GET	+£1.8m	
Reduction in capital financing due to slippage	NAC	-£4.0m	
Reduction in Home to School transport spend	CYPE	-£3.2m	
Subsidised buses (now funded from BSIP)	GET	-£1.9m	Y
Other minor changes	Various	+£0.6m	
Total		+£33.2m	

7.8 The increased savings and income in table 7.1 include the guaranteed income from Extended Producer Responsibilities (EPR), one-off use of capital receipts to fund Oracle Cloud spend, further policy proposals towards the requirement for £19.8m savings to replace one-offs in 2024-25 approved budget, and rephasing of plans to reflect latest delivery plans. The changes in reserves include additional contribution to a specific reserve from balance of EPR income, reduced use of reserves in 2025-26 to reflect timing of policy savings to replace £19.8m one-offs in 2024-25 approved budget, reduced contribution to IT reserves for Oracle cloud spending now funded from flexible use of capital receipts and drawdown from local taxation smoothing reserves to reflect lower Council Tax base and collection fund estimates. More details of reserves contributions and drawdowns are set out in the separate section on reserves.

7.9 Appendix E provides a directorate high level summary of the proposed plan for 2025-26, separately showing spending growth, savings & income, changes in reserves and funding for core Council funded activity (funding from the local government settlement and local taxation) from changes in externally funded activities (largely specific grant funded). Throughout this report the focus is on core funded spending, savings, income and reserves as changes on externally funded spend are financially neutral. Table 7.4 shows the net increases in core funded spending for each directorate as a result of spending growth, and savings/income. The adult social care Council Tax levy and social care grants are passported into social care spending in ASCH and CYPE. In total these passporting amounts are £40.6m into adults services and £6.2m into children's. The increases across Adult Social Care and Integrated Children's Services exceed these passported amounts and pro rata share of general funding increases reflecting the priority for New Models of Care.

Table 7.4 – Year on Year changes in net budget by directorate

	ASCH	CYPE	GET	CED & DCED	NAC & CHB	Total
Approved Base Budget 2024-25	£585.9m	£430.0m	£201.7m	£111.5m	£100.4m	£1,429.5m
Base Adjustment	+£0.3m	-£0.4m	-£0.4m	-£0.3m	-	-£0.8m
Spending Growth	+£80.3m	+£40.3m	+£14.3m	+£9.2m	+£6.3m	+£150.4m
FYE of current and new savings	-£32.6m	-£21.0m	-£0.7m	-£13.9m	-£2.7m	-£70.8m
Income	-£6.2m	-£0.1m	-£15.6m	-£0.2m	-£1.3m	-£23.5m
Removal of one-off and unachieved savings	+£14.9m	-	+£1.6m	+£0.2m	+£16.1m	+£32.8m
Reserves	+£0.6m	-	+£0.7m	+£0.2m	+£10.6m	+£12.1m
Net Budget 2025-26	£643.2m	£448.7m	£201.6m	£106.8m	£129.4m	£1,529.7m
Net Change	+£57.3m	+£18.7m	-£0.2m	-£4.7m	+£29.0m	+£100.2m
Net Change (%)	+9.8%	+4.4%	-0.1%	-4.2%	+28.9%	+7.0%

7.10 Appendix F provides a full list of individual spending, savings & income, and reserves items. This appendix shows the spending forecasts, savings and income proposals, and changes in reserves for all the three years 2025-28. New savings and income for later years are included to highlight the areas that will need to deliver the forecast level of recurring savings in 2026-27 and 2027-28 although inevitably these savings proposals will need to be developed in more detail and be subject to consultation and scrutiny as part of development of future revenue budgets as the full detail for the subsequent years is not essential for the approval of 2025-26 budget and the MTFP at this stage amounts are considered to be indicative for planning purposes.

7.11 The final draft budget will need to include the impact of the Personnel Committee recommendations on Kent Scheme pay for 2025-26, the draft budget at this stage includes an overall estimate for the changes to the Council's pay strategy agreed by full Council in May 2024 and estimated provision for pay award pending the outcome of the pay bargaining process.

7.12 The County Council agreed the Members' Allowances Scheme for 2021-2025 on 4th November 2021. This included agreement to an updated annual indexation formula linked to

national and Kent scheme pay awards. A new or extended scheme will need to be agreed for 2025-26. The Member Remuneration Panel is currently working on recommendations for 2025-26 but will not report before the start of the next financial year. At this stage the draft budget includes an estimated provision, and the estimate for employer National Insurance Contributions includes impact on member allowances. Any variance from these estimates once the 2025-26 scheme is approved will need to be managed in the short term as a reported budget variance.

7.13 The high-level equation for changes in planned revenue spending for 2025-26 (growth and savings), income and net budget, together with the balancing changes in funding is shown in table 7.5 below. This summarises how the requirement to set a balanced budget will be met. To improve transparency the spending, savings and reserves from core Council funds are shown separately from externally funded changes (consistent with the revised presentation of appendices D and E).

Table 7.5 – Net Year on Year Change in Spending and Funding

Change in Net Spending	Core Funded	External Funded	Change in Net Funding	Core Funded
Base adjustment	-£0.8m	+£0.8m	Council Tax (incl. collection fund)	+£59.3m
Estimated additional spending	+£150.4m	+£45.2m	Increase in social care Grants	+£26.3m
Savings (new and FYE of existing plans)	-£70.8m	-	Increase in SFA (net of grants rolled in)	+£2.7m
Income (new and FYE of existing plans)	-£23.5m	-	Net Increase in other grants in pLGFS	+£1.1m
Assumed changes in specific government grants		-£28.6m	Domestic Abuse Grant	+£3.2m
Removal of one-off and unachieved savings	+£32.8m	+£3.3m	Est employer NICs compensation	+£9.4m
Proposed net change to in year reserves	+£31.8m	-£11.4m	Retained business rates pool and collection fund	-£1.8m
Removal of previous year contributions & drawdown	-£19.7m	-£9.4m		
Total Change in Net Spending	+£100.2m	£0.0m	Total Change in Net Funding	+£100.2m

7.14 The Council continues to operate its policy of full cost recovery through fees and charges that can be determined locally, other than where Cabinet/County Council has agreed to provide services at a subsidy or concession e.g. Kent Travel Saver. Under this policy fees and charges are subject to an annual uplift with periodic review to ensure that uplifts ensure full cost recovery continues to apply. The uplifts and full cost reviews are reflected in the 2025-26 budget proposals and form part of the budget recovery plan within Securing Kent’s Future.

7.15 In addition to the spending pressures in core Council services, pressures arising from Special Education Needs & Disabilities (SEND) impact upon both the ring-fenced Dedicated Schools Grant (DSG) and the General Fund revenue budget. Pressures on DSG are being addressed primarily through the Safety Valve mechanism, whereby the Department for

Education provides a substantial contribution (up to £140m), in return for improvements to the SEND system and a contribution (£82.3m) from the Council. SEND pressures on the General Fund are reflected primarily through the number of requests to assess, produce and then annually review Education & Health Care Plans (EHCP) and the associated increased SEND home to school transport costs.

7.16 There is already substantial work being undertaken to manage down this financial pressure on SEND and additional work will focus on identifying and reviewing changes to existing policy and practice so that we are meeting statutory minimum requirements but ceasing discretionary services where they are not cost effective and only issuing EHCPs where they are necessary, and needs cannot be reasonably met by other means.

7.17 Consultation and Equality Impact Assessments (EQIA) will need to be undertaken on individual new savings and income proposals where required. The final planned amounts can only be confirmed following consideration of consultation responses and EQIAs. Any variances between the approved budget and final planned amounts will be included in the budget monitoring reports to Cabinet, together with progress on delivery and any additional measures that may be required.

Spending Estimates

8.1 The most significant spending growth derives from demand and cost drivers. In 2024-25 £85.3m out of £209.6m (40.7%) of core funded spending growth was through demand and cost drivers. The other major components of spending growth were contractual and negotiated price increase (23.7% of core funded growth) and base budget changes for full year effect of previous budget variances (15%). The demand and cost drivers were included in the 2024-25 budget to replace previous calculations for demography. The demand and cost drivers were developed jointly with performance analytics and finance in response to the significant variances that arose in 2022-23 budgets.

8.2 The draft 2025-26 budget has an even greater proportion of core funded spending growth (47.3%) although the overall amount (£71.2m) is less. This is partly due to significantly lower base budget changes reflecting the relative success of the revised approach resulting in fewer spending variances within 2024-25 budget monitoring. Table 1 shows comparisons between demand and cost drivers in 2024-27 and 2025-28 MTFP by main service/directorate.

Table 8.1 – Comparison of Demand and Cost Drivers 2024-27 to 2025-28

	2025-28	Draft	MTFP	2024-27	Final	MTFP
	2025-26	2026-27	2027-28	2024-25	2025-26	2026-27
Adults & Older Persons - ASCH	£42.2m	£42.2m	£42.2m	£54.0m	£54.0m	£54.0m
Adults & Older Persons – CYPE	£2.5m	£2.5m	£2.5m	£3.4m	£3.4m	£3.4m
Children’s Social Care – CYPE	£10.3m	£10.2m	£10.2m	£8.9m	£10.4m	£10.2m
Home to School Transport – CYPE	£15.1m	£13.6m	£13.6m	£17.9m	£15.1m	£13.6m
Waste Disposal & Recycling GET	£1.1m	£1.1m	£1.0m	£1.0m	£1.0m	£1.0m
Total	£71.2m	£69.7m	£69.6m	£85.3m	£83.8m	£82.3m
% of Core Funded Growth	47.3%	61.6%	60.3%	40.7%	56.9%	62.2%

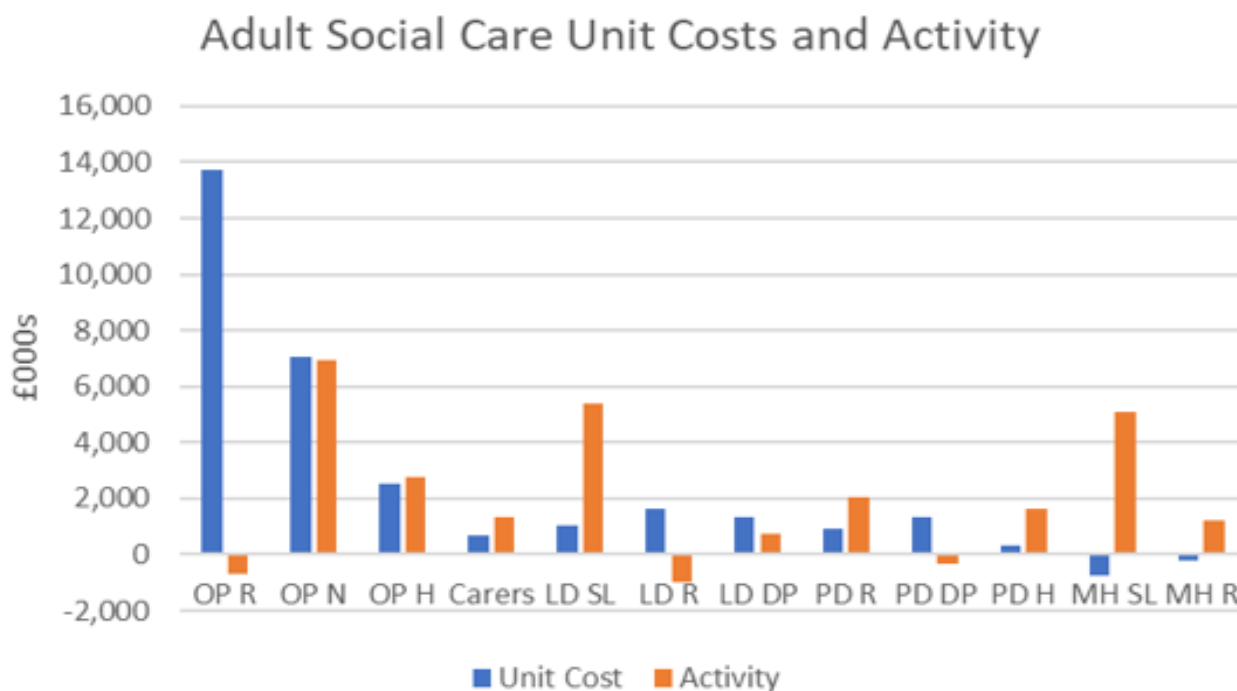
8.3 The % of spending growth for demand and cost drivers will always be a proportionately larger share of growth in the latter two years of the plan as there are no base budget changes in these later years and projections for price uplifts also tend to be lower as rate of inflation is forecast to fall. The calculation of demand and cost drivers for later years currently produces the same amount in each year as the current year as it is based upon the same most recent performance/activity data. As the forecasts become more refined it is intended to be able to input alternative performance/activity variables to reflect different scenarios in different years. It is intended that this should be introduced alongside the restoration of multi settlements. The latter two years of the 2025-28 plan is still indicative for illustrative purposes in the absence of multi-year settlements so alternative scenarios would not add much value at this stage. The forecasts for home to school transport could not be updated for updated for this version of the draft plan as the impact of activity changes from the start of the school year in September 2024 are still being evaluated.

8.4 The demand and cost drivers for adults and older persons include separate calculations for increased costs and increased demand. The demand drivers take account of predicted changes in number/needs of new clients including those disabled clients transitioning from children’s services to adults, and those transferring from continuing health care and those transferring from self-funders as personal wealth is depleted below the qualification threshold. Demand drivers include forecasts for new assessments and annual review. This includes those in homecare or community care placements where complexity is increasing as evidenced by average hours per week.

8.5 The cost driver element for adults and older persons reflects that cost of packages for new clients in recent years have been significantly higher than existing clients. This is largely in older persons residential and nursing care and includes an element of complexity although this cannot be separated out in the same way through average hours per week for home care and community care packages. The higher cost for new packages also reflects placement decisions and availability.

8.6 The calculation of demand and cost drivers is determined for individual client groups and different care settings including older persons (residential [R]), nursing [N], home care [H]), learning disability (supported living [SL], residential [R], direct payments [DP]), physical disability (residential [R], direct payment [DP], home care [H]), mental health (supported living [SL], residential [R]). The breakdown for each client group/setting for 2024-25 cost drivers is shown in chart 8.1. The breakdown of 2025-26 in a similar way can only be done following budget approval and the allocation of budgets to key services. A separate sensitivity analysis of actual changes in costs and activity for the 2024-25 amounts can only be completed after year end when a full year of data is available. Performance monitoring reports are considered on a regular basis by ASCH management team to monitor progress. Generally, the observed trends are not significantly different to the forecast trends when the budget was set. The vast majority of budget variances in adult social care in 2024-25 are from savings delivery (see subsequent section in this sensitivity analysis).

Chart 8.1 – Adult Social Unit Cost and Activity Demand and Cost Drivers 2024-25



8.7 The demand and cost drivers for children’s social care include separate calculations for increased costs and increased demand. The demand drivers take account of increases in child population and increasing complexity of need. The overall proportion of children in care is fairly static. The cost drivers reflect the rising cost of and availability of placements between different settings such as Foster care, residential, etc. over and above contractual fee uplifts., As with adult social care are the cost drivers influenced by complex market factors. The demand and cost drivers are calculated separately for disabled and non-disabled children. In year budget monitoring shows that budget estimates for demand and cost drivers for non-disabled children were robust with only very small variance (less than 0.1% variance on budget of over £100m). The budget estimates for disabled children in care show a much larger variance (20%). Work continues to better predict spending drivers in this area.

8.8 The demand and cost drivers for home to school transport include impact of rising school age population, the proportion of the school age population eligible for transport assistance, cost factors such as journey distance and vehicle occupancy and market availability. Such has been the increased demand for SEND home to school transport that this itself creates a market availability pressure pushing up unit costs through tender prices over and above expected increase due to rising labour, fuel and vehicle maintenance costs. In year budget monitoring is showing significant underspend on home to school transport, this is not as a result of lower numbers within the demand calculation but lower cost increases and changed pattern of transport packages including higher numbers of Personal Transport Budgets (PTBs). These changing patterns are still under evaluation and consequently the demand and cost driver estimate for 2025-26 and 2026-27 is unchanged from 2024-27 MTFP at this stage.

8.9 The demand driver for waste recycling and disposal cost driver is based on forecast growth in the number of households as a reasonable proxy for increases in tonnage. Waste recycling and disposal costs are complex to forecast due to influence outside the Council’s

direct control such as behaviour patterns towards segregating waste for kerbside collection, market prices for non-residual waste, collection patterns, etc. The most significant variances on waste recycling and disposal costs in the current year arise from policy choices around number and location of Household Waste Recycling Centres (HWRCs) and contract retenders.

Savings and Income Estimates

8.10 Savings and income delivery plans have been subject to significant additional rigour in the current year. The most significant savings (28 out of 111 individual plans) amounting to a total of £56.7m out of a total planned savings on core funded activities for 2024-25 of £88.9m are subject to the most rigour through regular budget monitoring and progress updates to Strategic Reset Programme Board. Delivery plans are categorised into the following traffic light system:

- Blue – delivered
- Green – key milestones on track
- Amber – key milestones not on track but remedial strategies have been identified
- Dark Amber – key milestone not on track and remedial strategies yet to be identified
- Red – savings now considered unachievable in the current year

8.11 A further 15 out of 111 savings plans (amounting to £5.9m out of total planned savings of £88.9m) are deemed less significant corporately but still material enough to require enhanced directorate monitoring through business plans. The remaining 68 out 111 savings plans (£26.2m out of £88.9m total planned savings) are monitored through the normal monthly finance monitoring with managers and quarterly reports to Cabinet.

8.12 The savings monitoring report to Cabinet includes all savings in the budget plan together with any that have been rolled forward from under delivered savings in previous years. The report also identifies separately any savings that have been over delivered as well as the traffic light rating for the overall savings in the budget plan (including those rolled forward). The draft budget plan for 2025-26 identifies separately the negative amounts for full year effect of current savings/new savings & income in the budget plan from the positive amount needed for realignment of budgets to reflect under delivered savings not being rolled forward and removal of one-offs. This distinction has not been necessary in previous budget presentation as the amounts under delivered and not rolled forward have been insignificant.

8.13 The delivery of savings and income with Adult Social Care are of the most significant concern. Out of total planned saving of £55m (including roll forward) over 50% (£29.6m) are now rated red with a further 13% (£7.4m) rated amber or dark amber in the latest Quarter 3 monitoring report. This represents a deterioration from quarter 2 where £25.8m of ASCH savings were deemed red, and £9.4m amber or dark amber. The draft budget is based on the quarter 2 monitoring in terms of £14m savings deemed irrecoverable savings not being rolled forward.

Funding Scenarios

Source	Current Basis	Sensitivity over medium term		
		Most Likely	Best Case	Worst Case
Council Tax Base	The current working assumption is 1.5% annual increase due to new dwellings and changes in discounts, exemptions. Current collection assumption is average of 98%.	Tax base continues to grow at a largely steady state albeit with some local differences	Local collection authorities maximise collection. 100% collection would increase KCC share of Council by net c. +£10m through tax base with no collection surplus	Local collection authorities reinstate discretionary empty property discounts & premiums and/or revert to default schemes for working age CTRS. Maximum exposure to KCC share of council tax c. -£30m
Council Tax Rate	The current working assumption is that council tax referendum limits	Referendum levels remain at 5% for foreseeable future	Referendum limits are increased or removed together. Each additional 1% amounts to c. +£9.5m for KCC	Referendum limits are reduced to more common 3%. Exposure risk to KCC c.-£19m
Retained Business Rates	The current arrangements allow KCC to retain 9% of business rate growth. BR taxbase is volatile and budget assumes no growth with only increase from annual index linked uplifts	Business rates retention remains at 9% with relatively low or static changes in tax base	Business Rate retention is increased stimulating business rate growth. Doubling of retained business rate growth would amount to c.+£10m for KCC share	Major business closure in the county lead to share of business rates reducing below safety net threshold. Current threshold would allow -£15m before safety would apply (note being in a pool means safety net is not currently applicable)
Govt SFA	Funding baselines are based on relative needs and resources formula. The methodology for this was established in 2006/07 and the	Any reform is broadly neutral for a diverse county like Kent	A 10% improved distribution from reforms would increase KCC allocation by c. +£22m	A 10% reduced distribution from reforms would increase KCC allocation by c. -£22m

	parameters in the calculations have not been updated since 2013-14			
Govt social care grants	The 2025-25 provisional settlement includes £232m in social grants. These have been progressively increasing since 2016-17 and now represent 15% of the Council's net budget. These grants are allocated on same outdated RNF as the funding baseline.	Grants are transferred into reformed funding system at current levels with relative needs updated. KCC is likely to benefit from a small increase from updating	The RNF and area cost adjustment take better account of councils serving large, diverse and dispersed population. The tax equalisation element is more beneficial. Changes in this direction would increase county council share	The RNF is based more reliant on measures of deprivation and tax equalisation element is increased. Changes in this direction would reduce county council share as more funding is targeted to poorer urban areas

Proposed Revised Draft 2025-26 Revenue Budget – key numbers

£1,529.7m	Assumed net revenue budget for 2025-26. This represents a £100.2m increase on the final approved budget for 2024-25 of £1,429.5m.
£150.4m	Additional estimated core funded spending growth – see paragraph 9.1 below for more detail.
-£61.5m	Assumed net savings, income and future cost increase avoidance. Of this £70.8m relates to proposed new and full year effect of existing savings, £23.5m additional income generation (mainly fees and charges), offset by £32.8m from the removal/rephasing of undelivered savings in previous budgets and temporary savings from prior years – see paragraph 9.2 for more detail.
£12.1m	Estimated net impact on the budget of changes in the use of reserves including new contributions and removing previous years drawdown and contributions – see section 12 for more detail.
£997.5m	Estimated to be raised from Council Tax precept. An increase of £59.3m on 2024-25. £11.4m is due to a 1.22% estimated increase in the tax base due to additional dwellings, changes in discounts and exemptions and assumed collection rates. £47.3m is from the estimated increase in the household charge up to but not exceeding 5% (including £18.9m from the adult social care levy).
£30.0m	Net increases as announced in the provisional LGFS. This comprises of the following changes: <ul style="list-style-type: none"> • £20.1m expected increase in Social Care Grant • £6.2m new Children’s Social Care Prevention Grant • £6.2m expected increase in the Settlement Funding Assessment (Revenue Support Grant and Business Rate baseline grant funding) • -£3.6m reduction in grants now rolled into the Settlement Funding Assessment e.g. Extended Rights to Free Travel • -£1.3m reduction in funding from the cessation of the Services Grant • £0.8m increase in the Domestic Abuse Safe Accommodation grant • -£0.2m continuation of New Homes Bonus Grant but at a lower value than 2024-25 • £1.7m expected net increase in business rates compensation

Revenue spending: a reminder of what it is

Revenue spending is spent on the provision of day to day services, either directly through KCC staff and operational buildings, or commissioned from third parties. Revenue spending is identified as gross spend and net spend after taking account of service income and specific government grants. The net revenue budget requirement is funded by a combination of Council Tax, locally retained business rates and un-ring-fenced grants from the Department for Levelling-up, Housing and Communities (DLUHC) included in the Local Government Finance Settlement. Grants from other government departments are ring-fenced to specific activities and are shown as income to offset the related spending.

9.1 The additional estimated core funded spending growth (i.e. excluding changes arising from external funding) of £150.4m for 2025-26 is summarised in appendices D and E and set out in more detail in appendix F. It has been subdivided into the following categories:

Net base budget changes £10.3m	Changes to reflect full year effect of variations in the current year's monitoring forecast compared to approved budget. These adjustments are necessary to ensure the draft budget for the next financial year is based on a robust and sustainable basis.
Demand and future cost increase drivers £71.2m	Forecast estimates for future non-inflationary cost and demand increases such as additional care hours, increased journey lengths, etc. across a range of services including adult social care, integrated children's services, home to school transport and waste tonnage.
Price uplifts £41.4m	Contractual and negotiated price increases on contracted services, including full year effect of planned mid-year uplifts in current year and forecast future price uplifts.
Pay £21.6m	Additional net cost of estimated pay award and transition to new pay structure, and estimated change in employer's national insurance contributions. Lowest pay rate increased to £12.71/hour. Also allows for increases in agency rates, non kent scheme pay and apprenticeship levy.
Service Strategies & Improvements £17.3m	Other estimated spending increases to deliver strategic priorities and/or service improvements and outcomes including financing the capital programme.
Government & Legislative -£14.7m	Additional spending to meet compliance with legislative and regulatory changes, including the change in treatment of KCC's contribution to the Safety Valve agreement with the Department for Education (now shown in reserves)

9.2 The proposed savings and income proposals of £61.5m net for 2025-26 (comprising of £94.4m of additional savings/income partly offset by £32.8m removal of one-offs and reversal/rephasing of unachieved savings from previous budgets) are summarised in appendices D and E and set out in more detail in appendix F. They have been subdivided into the following categories:

Policy Savings £8.5m (net saving)	£16.7m savings arising from proposed changes in Council policies including full year effect of 2024-25 savings and new proposals for 2025-26 (full year effect in later years shown in summary). Partly offset by £8.1m for removal of one-off savings and removal/rephasing of unachieved savings)
Transformation - Future Cost Avoidance £30.8m (net saving)	£37.6m savings aimed at avoiding future cost increases in adult social care and home to school transport. Partly offset by £6.7m removal/rephasing of unachieved savings in this category for 2024-25 in adult social care
Transformation – Service Transformation £3.6m (net saving)	Savings arising from service transformation initiatives within integrated children’s services and across the wider council as part of Securing Kent’s Future objective to transform the operating model of the Council.
Efficiency Savings -£0.6m (net growth)	£3.5m savings aimed at achieving improved or the same outcomes at less cost including full year effect of 2024-25 savings and new proposals for 2025-26 (full year effect in later years shown in summary). More than offset by £4.0m removal/rephasing of unachieved savings in this category for previous years in adult social care.
Financing Savings -£1.0 (net growth)	£9.5m saving from flexible use of capital receipts to support 2025-26 revenue budget and review of amounts set aside for debt repayment (MRP) based on asset life. More than offset by £10.5m removal of previous use of capital receipts and reduced investment income returns.
Income Generation £20.1m (net income)	£23.5m from increases in fees and charges for council services from applying existing policies on fee uplifts (including contributions from other bodies) and new income generation proposals. Existing policies include increases in client contributions in line with estimated 2025-26 benefits and other personal income increases and increases in contributions to Kent Travel Saver and 16+ pass linked to fare increases. Also includes the guaranteed New Extended Producer Responsibility (EPR) income in 2025-26, estimated increased income from Better Care Fund and additional income from company dividends. Partly offset by £3.4m removal of one-offs in 2024-25 budget.

Proposed Draft 2025-35 Capital Programme – key numbers

£1,419m	Total planned capital spending over the ten years 2025-26 to 2034-35
£766m	Confirmed or indicative government grants to fund capital expenditure
£366m	Total proposed borrowing to fund the programme
£287m	Funding from other sources (capital receipts, developer contributions, external funding and revenue)

10.1 The ten-year Capital Programme 2024-34 was approved by County Council in February 2024. This took into account the need to set a realistic and deliverable programme and avoid the significant over-programming and subsequent underspending against capital that has been a feature for several years. The ten-year horizon allows for a longer-term plan for capital investment, taking into consideration an updated assessment of the capital financing requirements and the consequent impact on the revenue budget and borrowing strategy.

10.2 The capital programme is under significant pressure due to the backlog of maintenance on highways and buildings. These backlogs cannot be addressed within the current financial constraints, and with the existing asset base. The current ten-year capital programme does not include any additional borrowing therefore avoiding increased pressure on the revenue budget through increased financing costs. The current approach of no new borrowing will be reviewed and considered in advance of the 2026-27 budget. In the short-term however, this approach does not come without increased risks.

10.3 The increased risks which include danger to life and limb if repair works are not completed, an increase in maintenance backlogs which in turn could lead to additional revenue costs for reactive works, increased future costs of works due to inflation, and costs relating to climate change resilience/adaptation will be mitigated as far as possible. For example prioritising emergency works that would avoid risk of death or serious harm, prioritising maintenance on essential assets (although this means non-essential assets would not be maintained leading to possible closures on safety grounds) and doing the minimum to meet statutory requirements at lowest cost. This is only a short-term necessity while the Council reviews and reduces its estate over the medium term which in turn will reduce future maintenance and modernisation requirements. The programme will continue to be regularly reviewed and re-prioritised within the funding available.

10.4 Appendix A of this report sets out a summary of the administration's final draft 2025-35 programme and associated financing requirements for each year. The summary provides a high-level overview for the whole Council. The individual directorate pages in appendix B provide more detail of rolling programmes and individual projects.

Capital spending: a reminder of what it is

Capital spending is expenditure on the purchase or enhancement of physical assets where the benefit will last longer than the year in which it is incurred e.g. school buildings, roads, economic development schemes, information technology systems, etc. It includes the cost of purchasing land, construction costs, professional fees, plant and equipment and grants for capital expenditure to third parties. Capital spending plans are determined according to the Council's statutory responsibilities and local priorities as set out in the MTFP, with the aim of delivering the vision set out in the Strategic Plan.

Capital spending is funded via a variety of sources including government grants, capital receipts, external contributions and borrowing. Borrowing has to be affordable as the cost of interest and setting aside sufficient provision to cover the loan repayments are borne by the revenue budget each year based on the life of the asset.

11.1 The Council's treasury management takes account of the medium term interest rate forecasts from Link Group, the Council's appointed treasury advisors. Link estimate that Bank Rate (currently at 4.75%) has likely peaked and expect both short term and long term rates to decline over the medium term.

11.2 The most pertinent internal factor, and the key driver of the treasury strategy, is the Council's capital expenditure and financing plans, which determines the Council's borrowing requirement. The capital financing requirement is not forecast to grow substantially over the medium term. Most of this existing borrowing requirement has already been met through external borrowing, though debt balances themselves are expected to decline over the medium term, as existing loans mature and are not replaced. The Council is expected to have ample capacity to continue supporting internal borrowing over the medium term to meet the residual borrowing requirement not fulfilled by external debt. Given that interest rates are forecast to decline and that the Council does not necessarily require new external debt at this stage, officers are not recommending that new external borrowing is undertaken in 2025/26. The proposed strategy retains the flexibility to depart from this central expectation should circumstances change during the next financial year.

11.3 The investment strategy has been reviewed and is judged to remain fit for purpose. The Council will keep the current split between internally managed, highly liquid and high-quality cash instruments (approximately two thirds of overall cash under management) and the strategic pooled fund's portfolio (circa one third). All other limits and indicators have been reviewed to ensure their continued appropriateness.

12.1 Reserves are an important part of the Council's financial strategy and are held to create long-term financial stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its financial standing and resilience.

12.2 The Council's key sources of funding face an uncertain future, and the Council therefore holds earmarked reserves and a working balance to mitigate future financial risks.

12.3 There are two main types of reserves:

- Earmarked Reserves – held for identified purposes and are used to maintain a resource in order to provide for expenditure in a future year(s).
- General Reserves – these are held for 'unforeseen' events.

12.4 The Council maintains reserves both for its General Fund activities and it accounts for the reserves of its maintained schools. Schools are funded by a 100% government grant, the Dedicated Schools Grant (DSG). Local authorities cannot fund DSG activities from the General Fund without express approval from the Secretary of State. Under the Safety Valve agreement with the DfE, KCC is required to make a contribution totaling £82.3m between 2022-23 to 2027-28. The contributions for 2022-23 and 2023-24 are reflected through transfers from the Council's reserves into the DSG reserve. The contributions into the DSG reserve from 2024-25 onwards are reflected in the changes to reserves in the annual budget. The Safety Valve agreement does not fully eliminate the risk of DSG overspends until the plan has been fully delivered and high needs spending is contained within the block of funding available within DSG.

12.5 There remains a significant risk to reserves from the forecast overspend for 2024-25 is not balanced. The level of reserves held is a matter of judgment which takes into account the reasons why reserves are maintained and the Council's potential financial exposure to risks. A Reserves Policy is included as Appendix G to this report. An assessment of financial resilience is included as Appendix H including use of reserves, and a budget risk register at Appendix I.

12.6 The Council holds reserves to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to initially resource policy developments and initiatives without a disruptive impact on Council Tax. Capital reserves play a similar role in funding the Council's capital investment plans.

12.7 The Council also relies on interest earned through holding cash and investment balances to support its general spending plans.

12.8 Reserves are one-off monies and, therefore, the Council generally aims to avoid using reserves to meet on-going financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long-term future planning.

12.9 Reserves are therefore held for the following purposes:

- Providing a working balance
- Smoothing the impact of uneven expenditure profiles between years e.g. collection fund surpluses or deficits, local elections, structural building maintenance and carrying forward expenditure between years.
- Holding funds for future spending plans e.g. capital expenditure plans, and for the renewal of operational assets e.g. information technology renewal.
- Meeting future costs and liabilities where an accounting 'provision' cannot be justified.
- Meeting future costs and liabilities so as to cushion the effect on services e.g. the Insurance Reserve for self-funded liabilities arising from insurance claims.
- To provide resilience against future risks.
- To create policy capacity in the context of forecast declining future external resources.

12.10 All earmarked reserves are held for a specific purpose. General reserve is held for unforeseen circumstances and to manage risk. A summary of the movement on each category of reserves is published annually, to accompany the annual Statement of Accounts.

12.11 The administration's final draft budget for 2025-26 includes an assumed net impact on the MTFP from the use of reserves of +£12.1m in 2025-26 and of +£32.3m over the medium term 2025-26 to 2027-28 on the core funded budget. The externally funded element includes a net drawdown of -£20.8m in 2025-26 and net contribution of +£24.6m over the medium term 2025-26 to 2027-28. The movement in reserves includes new contributions, drawdowns and removing previous year's drawdowns and contributions. These changes include the following main changes:

Increased/new contributions (core budget) +£42.4m

- £15.4m general reserves including £11.1m repayment of the remaining 50% of the amount drawn down to balance the 2022-23 budget and £4.3m for the additional annual contribution to reflect the increase in net revenue budget to maintain general reserves at 5%.
- £14.6m DSG reserve for the planned 2025-26 Council contribution to the safety valve programme.
- £12.0m establishment of new corporate reserves from Extended Producer Responsibility (EPR) income pending further details of additional requirements under the new arrangements and £0.4m annual contribution to re-establish highways equipment and machinery renewals reserve.

Drawdowns from reserves (core budget) -£10.7m

- -£8.8m net drawdown smoothing reserves for lower than expected Council tax base and collection fund balance
- -£1.8m from budget stabilisation reserve to smooth timing of delivery of policy savings to replace £19.8 one-offs to balance 2024-25 budget.

- -£0.2m from IT reserve to fund upgrade of streetlighting Control Management System from 3G.

Removal of Prior Year Drawdown and Contributions (core budget) -£19.7m

- -£8.0m reflecting one year holiday for contribution to IT reserve to fund Oracle cloud programme which for 2025-26 will be funded from flexible use of reserve.
- -£26.5m removal of other previous year contributions to reserves (including general, local tax equalisation and budget stabilisation reserves).
- +£14.9m removal of previous year drawdowns from reserves (smoothing reserves as part of one-offs to balance 2024-25, local tax equalisation reserves to smooth collection fund balances, temporary funding for Kent Support and Assistance Service (KSAS) and It reserves).

Appendices and background documents

List of Appendices

Draft Capital Programme 2025-26 to 2034-35 – A	
Draft Capital Programme by Directorate – B	
Potential New Capital Projects – C	
Draft High Level 2025-26 Revenue Plan and Financing – D	
Draft High Level 2025-26 Revenue Plan by Directorate – E	
List of individual spending, savings & reserve items – F	
Reserves Policy – G	
Assessment of Financial Resilience – H	
Budget Risk Register – I	
Core Grants in Provisional Local Government Finance Settlement – J	
Economic & Fiscal Context – K	
Treasury Management Strategy – L	
Investment Strategy – M	
Capital Strategy – N	
Annual Minimum Revenue Provision – O	
Flexible Use of Capital Receipts Strategy – P	

Background documents

Below are click-throughs to reports, more information, etc.
Click on the item title to be taken to the relevant webpage.

KCC's Budget webpage	1
KCC's Corporate Risk Register, Cabinet 9 January 2025 (item 7)	2
KCC's Risk Management Strategy, Policy and Programme (Governance and Audit Committee 19 March 2024)	3
KCC's approved 2024-25 Budget	4
2025-26 Budget Consultation (Let's Talk Kent) inc. the Budget Consultation report	5
Revenue and Capital 2024-25 Budget Monitoring Report – Quarter 3	6
Securing Kent's Future – Budget Recovery Strategy	7
Securing Kent's Future – Budget Recovery Report	8
Initial Draft 2025-26 Budget Report (Policy and Resources Cabinet Committee 27 November 2024 – Item 5)	9
Revised Draft 2025-26 Budget Report (Policy and Resources Cabinet Committee 15 January 2025 – Item 5)	10
Member Budget Dashboards (access restricted)	11
Provisional Local Government Finance Settlement	12

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2025-26 TO 2034-35

ROW REF	Directorate	Dir	Total Cost	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
					£000s	£000s	£000s	£000s
1	Adult Social Care & Health	ASCH	7,003	3,939	549	515	250	250
2	Children, Young People & Education	CYPE	565,619	162,244	97,113	105,761	53,338	27,325
3	Growth, Environment & Transport	GET	1,288,680	376,243	159,314	144,563	113,757	81,163
4	Chief Executive's Department	CED	3,973	1,634	-1,655	3,994	0	0
5	Deputy Chief Executive's Department	DCED	142,475	44,419	27,746	17,932	11,533	3,945
6	Total Cash Limit		2,007,750	588,479	283,067	272,765	178,878	112,683
Funded By:								
7	Borrowing		441,100	74,485	45,168	82,907	50,375	23,165
8	Property Enterprise Fund (PEF) 2		369	369				
9	Grants		1,117,976	351,956	153,413	110,971	77,192	65,353
10	Developer Contributions		183,149	44,695	34,144	56,608	33,685	10,521
11	Other External Funding e.g. Arts Council, District Contributions etc.		27,182	12,969	11,124	3,089		
12	Revenue Contributions to Capital		85,401	16,146	13,685	6,155	6,528	6,333
13	Capital Receipts		42,315	16,711	16,124	4,446	484	650
14	Recycled Loan Repayments		110,258	71,148	9,409	8,589	10,614	6,661
15	Total Finance		2,007,750	588,479	283,067	272,765	178,878	112,683

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2025-26 TO 2034-35

ROW REF	Directorate	Dir	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Adult Social Care & Health	ASCH	250	250	250	250	250	250
2	Children, Young People & Education	CYPE	22,338	19,500	19,500	19,500	19,500	19,500
3	Growth, Environment & Transport	GET	71,965	68,167	68,087	68,107	70,922	66,392
4	Chief Executive's Department	CED	0	0	0	0	0	0
5	Deputy Chief Executive's Department	DCED	6,150	6,150	6,150	6,150	6,150	6,150
6	Total Cash Limit		100,703	94,067	93,987	94,007	96,822	92,292
Funded By:								
7	Borrowing		25,000	28,000	28,000	28,000	28,000	28,000
8	Property Enterprise Fund (PEF) 2							
9	Grants		61,622	59,143	59,165	59,187	62,002	57,972
10	Developer Contributions		3,406	90				
11	Other External Funding e.g. Arts Council, District Contributions etc.							
12	Revenue Contributions to Capital		6,188	6,184	6,172	6,170	6,170	5,670
13	Capital Receipts		650	650	650	650	650	650
14	Recycled Loan Repayments		3,837					
15	Total Finance		100,703	94,067	93,987	94,007	96,822	92,292

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [1] [2]	Provision of equipment and/or alterations to individuals' homes	2,500		250	250	250	250
2	Total Rolling Programmes [3]		2,500		250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	4,415	3,903	273	239	0	0
4	CareCubed	Purchase of software licenses	88	36	26	26	0	0
5	Total Individual Projects		4,503	3,939	299	265	0	0
6	Total - Adult Social Care & Health		7,003	3,939	549	515	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2025-26 to 2034-35

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [1] [2]	Provision of equipment and/or alterations to individuals' homes	250	250	250	250	250	250
2	Total Rolling Programmes [3]		250	250	250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	0	0	0	0	0	0
4	CareCubed	Purchase of software licenses	0	0	0	0	0	0
5	Total Individual Projects		0	0	0	0	0	0
6	Total - Adult Social Care & Health		250	250	250	250	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2025-26 to 2034-35

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Annual Planned Enhancement Programme [1][2]	Planned and reactive capital projects to keep schools open and operational	82,116		9,699	8,417	8,000	8,000
2	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Enhancement of schools	45,000		4,500	4,500	4,500	4,500
3	Schools Capital Expenditure funded from Revenue	Expenditure on capital projects by individual schools	50,000		5,000	5,000	5,000	5,000
4	Schools' Modernisation Programme [1][2]	Improving and upgrading school buildings including removal of temporary classrooms	29,229		7,096	6,133	2,000	2,000
5	Total Rolling Programmes [3]		206,345		26,295	24,050	19,500	19,500
Basic Need Schemes - to provide additional pupil places:								
6	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	42,717	41,817	900	0	0	0
7	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	103,383	73,735	23,359	6,289	0	0
8	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	14,104	2,288	478	2,834	8,504	0
9	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	13,306	6,932	1,500	3,874	1,000	0
10	Basic Need KCP 2023-27 [1][2]	Increasing the capacity of Kent's schools	57,483	3,999	15,795	22,568	13,210	1,573
11	Basic Need KCP 2024-28 [1][2]	Increasing the capacity of Kent's schools	35,189	1,812	9,933	22,120	1,324	0
Other Projects								
12	High Needs Provision	Specific projects relating to high needs provision	82,209	27,258	13,990	22,409	9,800	6,252
13	School Roofs	Structural repairs to school roofs	4,609	4,102	507	0	0	0
14	Childcare Expansion	Grant funding for the provision of new places to support the expansion of 30 hours entitlement places for children aged 9 months - 3 year olds and wraparound provision for primary school aged children.	2,409	282	2,127	0	0	0
15	In-House Residential Provision	Investment into creating in-house provisions for children and young people who are in high costing placements and/or unregulated or unregistered provision.	3,865	19	2,229	1,617	0	0
16	Total Individual Projects		359,274	162,244	70,818	81,711	33,838	7,825
17	Total - Children, Young People & Education		565,619	162,244	97,113	105,761	53,338	27,325

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Annual Planned Enhancement Programme [1][2]	Planned and reactive capital projects to keep schools open and operational	8,000	8,000	8,000	8,000	8,000	8,000
2	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Enhancement of schools	4,500	4,500	4,500	4,500	4,500	4,500
3	Schools Capital Expenditure funded from Revenue	Expenditure on capital projects by individual schools	5,000	5,000	5,000	5,000	5,000	5,000
4	Schools' Modernisation Programme [1][2]	Improving and upgrading school buildings including removal of temporary classrooms	2,000	2,000	2,000	2,000	2,000	2,000
5	Total Rolling Programmes [3]		19,500	19,500	19,500	19,500	19,500	19,500
Basic Need Schemes - to provide additional pupil places:								
6	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
7	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
8	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
9	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
10	Basic Need KCP 2023-27 [1][2]	Increasing the capacity of Kent's schools	338	0	0	0	0	0
11	Basic Need KCP 2024-28 [1][2]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
Other Projects								
12	High Needs Provision	Specific projects relating to high needs provision	2,500	0	0	0	0	0
13	School Roofs	Structural repairs to school roofs	0	0	0	0	0	0
14	Childcare Expansion	Grant funding for the provision of new places to support the expansion of 30 hours entitlement places for children aged 9 months - 3 year olds and wraparound provision for primary school aged children.	0	0	0	0	0	0
15	In-House Residential Provision	Investment into creating in-house provisions for children and young people who are in high costing placements and/or unregulated or unregistered provision.	0	0	0	0	0	0
16	Total Individual Projects		2,838	0	0	0	0	0
17	Total - Children, Young People & Education		22,338	19,500	19,500	19,500	19,500	19,500

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
Growth & Communities								
1	Country Parks Access and Development	Improvements and adaptations to country parks	756		126	70	70	70
2	Public Rights of Way (PROW)	Structural improvements of public rights of way	10,804		2,221	1,383	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	750		75	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	793		118	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [1] [2]	Maintaining Kent's roads	617,881		65,825	61,496	61,320	61,320
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	39,941		4,373	3,952	3,952	3,952
7	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	93		80	13	0	0
8	Total Rolling Programmes [3]		671,018		72,818	67,064	66,392	66,392
Growth & Communities								
9	Digital Autopsy	To provide a body storage and digital autopsy facility	3,065	305	90	0	2,670	0
10	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	1,600	191	629	520	260	0
11	Public Mortuary	To consider options for the provision of a public mortuary	3,000	0	0	0	3,000	0
12	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	10,375	7,379	1,190	1,100	706	0
13	Javelin Way Development	To provide accommodation for creative industries and the creation of industrial units	12,631	12,599	0	0	32	0
14	Kent & Medway Business Fund	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	31,073	22,316	1,675	1,709	1,743	1,768
15	Kent & Medway Business Fund - Small Business Boost	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, aimed at helping small businesses	12,268	2,977	1,778	1,813	1,849	1,876

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
16	Kent Empty Property Initiative - No Use Empty (NUE)	Bringing long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation	73,237	60,251	2,567	1,087	6,315	3,017
17	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	2,862	514	533	1,298	517	0
Environment & Circular Economy								
18	Energy and Water Efficiency Investment Fund - External	Recycling loan fund for energy efficiency projects	2,876	2,711	57	49	35	23
19	Energy Reduction and Water Efficiency Investment - KCC	Recycling loan fund for energy efficiency projects	2,439	2,308	27	27	25	19
20	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	2,500	2,053	447	0	0	0
21	Kings Hill Solar Farm	Construction of a solar farm	5,038	4,897	141	0	0	0
22	Maidstone Heat Network	To install heat pumps in offices in Maidstone	408	332	76	0	0	0
23	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	10,302	644	5,100	4,558	0	0
24	Surface Water Flood Risk Management	To provide flood risk management and climate adaptation investment in capital infrastructure across Kent, to reduce the significant risks of local flooding and adapt to the impacts of climate change which are predicted to be substantial on the county	5,493	765	600	628	500	500
25	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	1,794	1,286	100	186	100	122
26	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	979	646	152	125	56	0
27	Local Nutrient Mitigation Fund	Grant funding to ensure a dedicated resource to respond to housing stalling resulting from nutrient pollution	9,800	7,000	2,800	0	0	0
28	Reuse Shop at Allington Household Waste Recycling Centre	Capital contributions to the provision of a reuse shop	360	44	50	50	50	166
Transportation								
29	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	4,400	0	1,500	2,199	701	0
30	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	4,790	878	3,897	15	0	0
31	A28 Chart Road, Ashford [1]	Strategic highway improvement	29,699	4,549	3,819	11,061	10,190	80
32	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	5,520	5,095	425	0	0	0
33	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	25,899	25,654	185	60	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
34	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	23,539	2,903	11,439	9,197	0	0
35	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfeet	6,591	2,526	3,990	75	0	0
36	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	9,076	9,076	0	0	0	0
37	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	45,199	35,890	9,124	185	0	0
38	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	2,039	1,800	239	0	0	0
39	Kent Active Travel Fund Phase 4	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	2,698	1,782	916	0	0	0
40	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	14,357	8,278	6,049	30	0	0
41	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	9,095	2,525	1,036	5,534	0	0
42	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,604	40,329	275	0	0	0
43	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	14,079	13,943	136	0	0	0
44	Rathmore Road Link	Road improvement scheme	7,808	7,777	31	0	0	0
45	Sturry Link Road, Canterbury [1]	Construction of bypass	43,774	6,072	1,646	26,486	9,111	301
46	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	43,225	42,933	292	0	0	0
47	A229 Bluebell Hill M2 & M20 Interchange Upgrades [4]	Initial works for a scheme to upgrade junctions to increase capacity and provide free flowing interchange wherever possible	6,982	3,198	2,982	802	0	0
48	North Thanet Link (formerly known as A28 Birchington) [4]	Initial works on the creation of a relief road	3,375	3,375	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
			£000s	£000s	Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s
49	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	9,526	8,234	1,292	0	0	0
50	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	15,953	5,254	10,279	420	0	0
51	Local Electric Vehicle Infrastructure (LEVI) [1]	Grant funded project to provide electric vehicle infrastructure	12,280	0	525	762	1,106	1,128
52	National Bus Strategy - Bus Service Improvement Plan	Part of the National Bus Strategy for England to provide improved quality buses and services	14,660	13,560	1,100	0	0	0
53	M20 Junction 7	Highway improvements at M20 junction 7	6,622	164	1,826	4,578	54	0
54	Thames Way (STIPS)		3,380	1,000	2,380	0	0	0
55	Manston to Haine Link [1]	A package of new highway links and improved highway infrastructure linking strategic development in Westwood and Manston	17,514	80	373	2,945	8,345	5,771
56	Ebbsfleet Development Corporation (EDC) Landscaping Improvements	To deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City	1,878	150	1,728	0	0	0
57	Tunnel Fans	To enhance fans at Chestfield Tunnel	1,000	0	1,000	0	0	0
58	Total Individual Projects		617,662	376,243	86,496	77,499	47,365	14,771
59	Total - Growth, Environment & Transport		1,288,680	376,243	159,314	144,563	113,757	81,163

Page 142

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

[4] Initial works only are reflected, with the main scheme in the Potential Projects section, whilst awaiting award of funding.

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
Growth & Communities								
1	Country Parks Access and Development	Improvements and adaptations to country parks	70	70	70	70	70	70
2	Public Rights of Way (PROW)	Structural improvements of public rights of way	900	900	900	900	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	75	75	75	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	75	75	75	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [1] [2]	Maintaining Kent's roads	61,320	61,320	61,320	61,320	61,320	61,320
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	3,952	3,952	3,952	3,952	3,952	3,952
7	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	0	0	0	0	0	0
8	Total Rolling Programmes [3]		66,392	66,392	66,392	66,392	66,392	66,392
Growth & Communities								
9	Digital Autopsy	To provide a body storage and digital autopsy facility	0	0	0	0	0	0
10	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	0	0	0	0	0	0
11	Public Mortuary	To consider options for the provision of a public mortuary	0	0	0	0	0	0
12	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	0	0	0	0	0	0
13	Javelin Way Development	To provide accommodation for creative industries and the creation of industrial units	0	0	0	0	0	0
14	Kent & Medway Business Fund	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	1,862	0	0	0	0	0
15	Kent & Medway Business Fund - Small Business Boost	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, aimed at helping small businesses	1,975	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
16	Kent Empty Property Initiative - No Use Empty (NUE)	Bringing long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation	0	0	0	0	0	0
17	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	0	0	0	0	0	0
Environment & Circular Economy								
18	Energy and Water Efficiency Investment Fund - External	Recycling loan fund for energy efficiency projects	1	0	0	0	0	0
19	Energy Reduction and Water Efficiency Investment - KCC	Recycling loan fund for energy efficiency projects	17	14	2	0	0	0
20	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	0	0	0	0	0	0
21	Kings Hill Solar Farm	Construction of a solar farm	0	0	0	0	0	0
22	Maidstone Heat Network	To install heat pumps in offices in Maidstone	0	0	0	0	0	0
23	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	0	0	0	0	0	0
24	Surface Water Flood Risk Management	To provide flood risk management and climate adaptation investment in capital infrastructure across Kent, to reduce the significant risks of local flooding and adapt to the impacts of climate change which are predicted to be substantial on the county	500	500	500	500	500	0
25	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	0	0	0	0	0	0
26	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	0	0	0	0	0	0
27	Local Nutrient Mitigation Fund	Grant funding to ensure a dedicated resource to respond to housing stalling resulting from nutrient pollution	0	0	0	0	0	0
28	Reuse Shop at Allington Household Waste Recycling Centre	Capital contributions to the provision of a reuse shop	0	0	0	0	0	0
Transportation								
29	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	0	0	0	0	0	0
30	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	0	0	0	0	0	0
31	A28 Chart Road, Ashford [1]	Strategic highway improvement	0	0	0	0	0	0
32	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	0	0	0	0	0	0
33	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
34	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	0	0	0	0	0	0
35	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfleet	0	0	0	0	0	0
36	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	0	0	0	0	0	0
37	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	0	0	0	0	0	0
38	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0
39	Kent Active Travel Fund Phase 4	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0
40	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	0	0	0	0	0	0
41	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	0	0	0	0	0	0
42	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	0	0	0	0	0	0
43	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	0	0	0	0	0	0
44	Rathmore Road Link	Road improvement scheme	0	0	0	0	0	0
45	Sturry Link Road, Canterbury [1]	Construction of bypass	68	90	0	0	0	0
46	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	0	0	0	0	0	0
47	A229 Bluebell Hill M2 & M20 Interchange Upgrades [4]	Initial works for a scheme to upgrade junctions to increase capacity and provide free flowing interchange wherever possible	0	0	0	0	0	0
48	North Thanet Link (formerly known as A28 Birchington) [4]	Initial works on the creation of a relief road	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
49	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	0	0	0	0	0	0
50	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	0	0	0	0	0	0
51	Local Electric Vehicle Infrastructure (LEVI) [1]	Grant funded project to provide electric vehicle infrastructure	1,150	1,171	1,193	1,215	4,030	0
52	National Bus Strategy - Bus Service Improvement Plan	Part of the National Bus Strategy for England to provide improved quality buses and services	0	0	0	0	0	0
53	M20 Junction 7	Highway improvements at M20 junction 7	0	0	0	0	0	0
54	Thames Way (STIPS)		0	0	0	0	0	0
55	Manston to Haine Link [1]	A package of new highway links and improved highway infrastructure linking strategic development in Westwood and Manston	0	0	0	0	0	0
56	Ebbsfleet Development Corporation (EDC) Landscaping Improvements	To deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City	0	0	0	0	0	0
57	Tunnel Fans	To enhance fans at Chestfield Tunnel	0	0	0	0	0	0
58	Total Individual Projects		5,573	1,775	1,695	1,715	4,530	0
59	Total - Growth, Environment & Transport		71,965	68,167	68,087	68,107	70,922	66,392

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

[4] Initial works only are reflected, with the main scheme in the Potential Projects section, whilst awaiting award of funding.

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2025-26 to 2034-35

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	3,973	1,634	-1,655	3,994	0	0
2	Total Individual Projects		3,973	1,634	-1,655	3,994	0	0
3	Total - Chief Executive's Department		3,973	1,634	1,655	3,994	0	0

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2025-26 to 2034-35

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	0	0	0	0	0	0
2	Total Individual Projects		0	0	0	0	0	0
3	Total - Chief Executive's Department		0	0	0	0	0	0

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2025-26 to 2034-35

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	25,000		2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	6,500		650	650	650	650
3	Modernisation of Assets (MOA) [1]	Maintaining KCC estates	35,268		8,163	5,310	3,000	795
4	Total Rolling Programmes [3]		66,768		11,313	8,460	6,150	3,945
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	2,675	926	1,749	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate	20,000	2,367	5,250	7,000	5,383	0
7	Strategic Reset Programme [1]	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	6,768	2,062	2,234	2,472	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	8,430	6,580	1,850	0	0	0
10	Additional accommodation requirements for unaccompanied asylum seeking children (UASC)	To provide suitable accommodation requirements for UASC	37,834	32,484	5,350	0	0	0
11	Total Individual Projects		75,707	44,419	16,433	9,472	5,383	0
12	Total - Deputy Chief Executive s Department		142,475	44,419	27,746	17,932	11,533	3,945

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2025-26 to 2034-35

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	2,500	2,500	2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	650	650	650	650	650	650
3	Modernisation of Assets (MOA) [1]	Maintaining KCC estates	3,000	3,000	3,000	3,000	3,000	3,000
4	Total Rolling Programmes [3]		6,150	6,150	6,150	6,150	6,150	6,150
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	0	0	0	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate	0	0	0	0	0	0
7	Strategic Reset Programme [1]	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	0	0	0	0	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	0	0	0	0	0	0
10	Additional accommodation requirements for unaccompanied asylum seeking children (UASC)	To provide suitable accommodation requirements for UASC	0	0	0	0	0	0
11	Total Individual Projects		0	0	0	0	0	0
12	Total - Deputy Chief Executive s Department		6,150	6,150	6,150	6,150	6,150	6,150

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX C - POTENTIAL CAPITAL PROJECTS 2025-26 TO 2034-35 BY YEAR

These projects are currently very high level and commencement is subject to business case approval and affordable funding solutions identified.

Directorate	Potential Forthcoming Projects	Description of Project	Total Cost of Scheme £000s	2025-26	2026-27	2027-28	2028-29
				Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State							
DCED	Modernisation of Assets	Maintaining KCC's Office Estate	101,790	5,337	10,248	10,500	12,705
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	53,500	1,000	5,000	5,000	5,500
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	43,500		4,000	4,000	4,500
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	1,321,101	105,034	110,285	115,800	121,590
GET	Public Rights of Way	Structural improvements of public rights of way	25,130	2,513	2,513	2,513	2,513
Potential Forthcoming Projects							
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation	16,800		4,000	4,000	8,800
GET	Casualty Reduction/Congestion Management Schemes	Casualty reduction/congestion management scheme	7,500	2,500	2,500	2,500	
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes	43,100	14,366	14,367	14,367	
GET	Transitioning Fleet to Electric Vehicles (EV)	Transitioning Fleet to EV	7,500				2,500
GET	Kent Scientific Services	Renewal/Modernisation of laboratory facilities	10,000			10,000	
GET	Programme of Waste site Infrastructure Requirements	Programme of Waste Site Infrastructure Requirements	53,300	5,300	11,000	5,000	16,000
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network	45,000	31,076	13,924		
GET	Thanet Way	Structural improvements to the Thanet Way A299	20,000	5,000	5,000	5,000	5,000
GET	North Thanet Link (formerly known as A28 Birchington)	Creation of a relief road	73,368	3,213	11,419	27,174	28,933
GET	A229 Bluebell Hill M2 and M20 Interchange Upgrades	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	243,017	1,500	1,705	3,431	11,664
DCED	Future Assets	Asset review to include community services, office estate and specialist assets	52,000	6,500	6,500	6,500	6,500
DCED	Further Provision for Member Accommodation in Invicta House	Further provision for Member accommodation in Invicta House	3,000		3,000		
DCED	Renewable Energy Programme	Renewable energy source options to work towards Net Zero target	32,000	8,000	7,500	8,000	8,500
Total Potential Forthcoming Projects			2,151,606	191,339	212,961	223,785	234,705

APPENDIX C - POTENTIAL CAPITAL PROJECTS 2025-26 TO 2034-35 BY YEAR

These projects are currently very high level and commencement is subject to business case approval and affordable funding s

Directorate	Potential Forthcoming Projects	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£'000s	£000s
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State								
DCED	Modernisation of Assets	Maintaining KCC's Office Estate	10,500	10,500	10,500	10,500	10,500	10,500
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	5,500	6,000	6,000	6,500	6,500	6,500
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	4,500	5,000	5,000	5,500	5,500	5,500
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	127,669	134,052	140,755	147,793	155,182	162,941
GET	Public Rights of Way	Structural improvements of public rights of way	2,513	2,513	2,513	2,513	2,513	2,513
Potential Forthcoming Projects								
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation						
GET	Casualty Reduction/Congestion Management Schemes	Casualty reduction/congestion management scheme						
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes						
GET	Transitioning Fleet to Electric Vehicles (EV)	Transitioning Fleet to EV	5,000					
GET	Kent Scientific Services	Renewal/Modernisation of laboratory facilities						
GET	Programme of Waste site Infrastructure Requirements	Programme of Waste Site Infrastructure Requirements	16,000					
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network						
GET	Thanet Way	Structural improvements to the Thanet Way A299						
GET	North Thanet Link (formerly known as A28 Birchington)	Creation of a relief road	2,629					
GET	A229 Bluebell Hill M2 and M20 Interchange Upgrades	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	103,494	89,574	28,350	3,299		
DCED	Future Assets	Asset review to include community services, office estate and specialist assets	6,500	6,500	6,500	6,500		
DCED	Further Provision for Member Accommodation in Invicta House	Further provision for Member accommodation in Invicta House						
DCED	Renewable Energy Programme	Renewable energy source options to work towards Net Zero target						
	Total Potential Forthcoming Projects		284,305	254,139	199,618	182,605	180,195	187,954

APPENDIX D - High Level 2025-28 Revenue Plan and Financing

2024-25				2025-26			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s
			Original base budget	1,429,506.8	0.0	1,429,506.8	1,529,659.5	0.0	1,529,659.5	1,603,904.1	0.0	1,603,904.1
			internal base adjustments	-836.6	836.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1,315,610.6		1,315,610.6	Revised Base	1,428,670.2	836.6	1,429,506.8	1,529,659.5	0.0	1,529,659.5	1,603,904.1	0.0	1,603,904.1
			SPENDING									
31,721.5		31,721.5	Base Budget Changes	10,320.7	-744.1	9,576.6	-100.0	0.0	-100.0	4,000.0	0.0	4,000.0
35.0		35.0	Reduction in Grant Income	3,234.7	11,276.2	14,510.9	0.0	0.0	0.0	0.0	0.0	0.0
10,798.4	505.1	11,303.5	Pay	21,645.7	626.9	22,272.6	12,524.5	0.0	12,524.5	11,863.6	0.0	11,863.6
49,568.4	1,695.6	51,264.0	Prices	41,407.1	1,944.4	43,351.5	31,361.3	0.0	31,361.3	27,562.6	0.0	27,562.6
85,349.7	284.7	85,634.4	Demand & Cost Drivers - Cost	48,209.4	0.0	48,209.4	46,631.1	0.0	46,631.1	46,631.1	0.0	46,631.1
		0.0	Demand & Cost Drivers - Demand	22,989.0	24,150.3	47,139.3	23,025.6	-15,600.0	7,425.6	22,979.6	-14,200.0	8,779.6
16,393.1	-10,327.3	6,065.8	Government & Legislative	-14,666.5	5,814.5	-8,852.0	339.5	-19,502.4	-19,162.9	3,249.5	-1,898.1	1,351.4
15,712.2	-1,538.8	14,173.4	Service Strategies & Improvements	17,278.5	2,136.2	19,414.7	-757.6	236.5	-521.1	-803.2	-3,995.2	-4,798.4
109,578.3	-9,380.7	200,197.6	TOTAL SPENDING	150,418.6	45,204.4	195,623.0	113,024.4	-34,865.9	78,158.5	115,483.2	-20,093.3	95,389.9
			SAVINGS, INCOME & GRANT									
-36,454.8		-36,454.8	Transformation - Future Cost Increase Avoidance	-30,834.5	0.0	-30,834.5	-10,788.7	0.0	-10,788.7	-10,300.0	0.0	-10,300.0
2,068.7		2,068.7	Transformation - Service Transformation	-3,600.0	0.0	-3,600.0	-2,800.0	0.0	-2,800.0	-400.0	0.0	-400.0
-16,195.0		-16,195.0	Efficiency	574.6	-65.0	509.6	-4,243.5	0.0	-4,243.5	-171.2	0.0	-171.2
-15,406.6	-281.3	-15,687.9	Income	-20,109.3	0.0	-20,109.3	-6,344.6	0.0	-6,344.6	-6,643.8	0.0	-6,643.8
-10,967.6		-10,967.6	Financing	1,001.0	0.0	1,001.0	7,253.3	0.0	7,253.3	-2,166.3	0.0	-2,166.3
-11,910.2	-9.2	-11,919.4	Policy	-8,542.9	0.0	-8,542.9	-14,415.2	0.0	-14,415.2	-12,111.8	0.0	-12,111.8
-88,865.5	-290.5	-89,156.0	TOTAL SAVINGS & INCOME	-61,511.1	-65.0	-61,576.1	-31,338.7	0.0	-31,338.7	-31,793.1	0.0	-31,793.1
	7,210.7	7,210.7	Increases in Grants and Contributions	0.0	-25,209.8	-25,209.8	0.0	18,429.4	18,429.4	0.0	-8,876.7	-8,876.7
-88,865.5	6,920.2	-81,945.3	TOTAL SAVINGS, INCOME & GRANT	-61,511.1	-25,274.8	-86,785.9	-31,338.7	18,429.4	-12,909.3	-31,793.1	-8,876.7	-40,669.8
			MEMORANDUM:									
			Removal of undelivered/temporary savings & grant	32,840.3	3,362.8	36,203.1	10,715.1	19,502.4	30,217.5	800.0	5,470.3	6,270.3
			New & FYE of existing Savings	-70,842.1	-65.0	-70,907.1	-34,359.2	0.0	-34,359.2	-25,949.3	0.0	-25,949.3
			New & FYE of existing Income	-23,509.3	0.0	-23,509.3	-7,694.6	0.0	-7,694.6	-6,643.8	0.0	-6,643.8
			New & FYE of existing Grants	0.0	-28,572.6	-28,572.6	0.0	-1,073.0	-1,073.0	0.0	-14,347.0	-14,347.0
				-61,511.1	-25,274.8	-86,785.9	-31,338.7	18,429.4	-12,909.3	-31,793.1	-8,876.7	-40,669.8
			Prior Year savings rolling forward for delivery in 25-26 *	0.0	0.0	0.0						
			TOTAL Savings for delivery in 2025-26	-94,351.4	-28,637.6	-122,989.0						

2024-25				2025-26			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	2026-27			2027-28		
						Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	
			* to be confirmed. These will be included in the County Council report and will be updated as part of the outturn report, and those updated figures will be used for the 2025-26 savings monitoring process									
			RESERVES									
27,481.5		27,481.5	Contributions to Reserves	42,428.9	14,200.0	56,628.9	44,017.1	14,200.0	58,217.1	43,538.0	34,300.0	77,838.0
-24,739.6		-24,739.6	Removal of prior year Contributions	-34,545.8	-10,640.0	-45,185.8	-42,028.9	-14,200.0	-56,228.9	-35,996.1	-14,200.0	-50,196.1
-14,877.4	-1,350.5	-16,227.9	Drawdowns from Reserves	-10,678.7	-25,598.1	-36,276.8	0.0	-9,161.6	-9,161.6	0.0	-291.6	-291.6
5,318.9	3,811.0	9,129.9	Removal of prior year Drawdowns	14,877.4	1,271.9	16,149.3	10,678.7	25,598.1	36,276.8	0.0	9,161.6	9,161.6
-6,816.6	2,460.5	-4,356.1	TOTAL RESERVES	12,081.8	-20,766.2	-8,684.4	12,666.9	16,436.5	29,103.4	7,541.9	28,970.0	36,511.9
113,896.2	0.0	113,896.2	NET CHANGE	100,989.3	-836.6	100,152.7	94,352.6	0.0	94,352.6	91,232.0	0.0	91,232.0
Page 15			UNRESOLVED BALANCE / SURPLUS				-3,108.0	0.0	-3,108.0	2,819.9	0.0	2,819.9
			ADULT SOCIAL CARE FUNDING UNRESOLVED BALANCE				-17,000.0		-17,000.0	-18,400.0		-18,400.0
1,429,506.8	0.0	1,429,506.8	NET BUDGET	1,529,659.5	0.0	1,529,659.5	1,603,904.1	0.0	1,603,904.1	1,679,556.0	0.0	1,679,556.0
			MEMORANDUM:									
			The net impact on our reserves balances is:									
27,481.5	0.0	27,481.5	Contributions to Reserves	42,428.9	14,200.0	56,628.9	44,017.1	14,200.0	58,217.1	43,538.0	34,300.0	77,838.0
-14,877.4	-1,350.5	-16,227.9	Drawdowns from Reserves	-10,678.7	-25,598.1	-36,276.8	0.0	-9,161.6	-9,161.6	0.0	-291.6	-291.6
12,604.1	-1,350.5	11,253.6	Net movement in Reserves	31,750.2	-11,398.1	20,352.1	44,017.1	5,038.4	49,055.5	43,538.0	34,008.4	77,546.4
			PER INITIAL DRAFT BUDGET									
			GROWTH	117,204.8	12,558.8	129,763.6	117,883.7	-16,436.5	101,447.2	106,103.6	-20,240.3	85,863.3
			SAVINGS, INCOME & GRANT	-41,633.1	7,370.8	-34,262.3	-40,368.6	0.0	-40,368.6	-28,656.1	-8,729.7	-37,385.8
			RESERVES	4,138.3	-20,766.2	-16,627.9	22,909.5	16,436.5	39,346.0	-4,795.2	28,970.0	24,174.8
			NET CHANGE	79,710.0	-836.6	78,873.4	100,424.6	0.0	100,424.6	72,652.3	0.0	72,652.3
			CHANGE FROM INITIAL DRAFT BUDGET									
			GROWTH	33,213.8	32,645.6	65,859.4	-4,859.3	-18,429.4	-23,288.7	9,379.6	147.0	9,526.6
			SAVINGS, INCOME & GRANT	-19,878.0	-32,645.6	-52,523.6	9,029.9	18,429.4	27,459.3	-3,137.0	-147.0	-3,284.0
			RESERVES	7,943.5	0.0	7,943.5	-10,242.6	0.0	-10,242.6	12,337.1	0.0	12,337.1
			NET CHANGE	21,279.3	0.0	21,279.3	-6,072.0	0.0	-6,072.0	18,579.7	0.0	18,579.7

2024-25			2025-26			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s
Funding per the Local Government Finance Settlement & Local Taxation											
	11,806.0				15,680.3			16,101.0			16,448.1
	117,046.1				137,143.6			137,143.6			137,143.6
	26,969.4				26,969.4			26,969.4			26,969.4
	11,686.6				0.0			0.0			0.0
					4,031.2			4,031.2			4,031.2
	1,311.9				0.0			0.0			0.0
					6,207.1			6,207.1			6,207.1
	147,382.5				149,107.7			152,869.0			156,093.0
	50,014.7				61,701.3			61,701.3			61,701.3
	51,080.2				52,795.4			54,127.2			55,268.7
	2,058.5				1,926.7			0.0			0.0
					9,361.1			9,361.1			9,361.1
	3,544.6				0.0			0.0			0.0
	65,740.7				67,238.1			68,814.4			70,165.5
	2,682.8				0.0			0.0			0.0
	800,320.3				838,406.1			881,219.0			926,654.0
	135,347.0				155,881.6			178,359.8			202,513.0
	2,515.5				3,209.9			7,000.0			7,000.0
	1,429,506.8				1,529,659.5			1,603,904.1			1,679,556.0

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2025-26 APPENDIX E

MTFP Category	TOTAL			ASCH	Public Health	CYPE			GET			CED	DCED	NAC	CHB		
	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	Core £000s	Core £000s	Core £000s	External £000s	Total £000s
Original base budget	1,429,506.8	0.0	1,429,506.8	585,946.2	0.0	429,966.5	0.0	429,966.5	201,737.2	0.0	201,737.2	29,540.9	81,942.6	102,759.4	-2,386.0	0.0	-2,386.0
internal base adjustments	-836.6	836.6	0.0	275.4	436.6	-432.5	400.0	-32.5	-414.7	0.0	-414.7	-521.3	262.1	0.0	-5.6	0.0	-5.6
Revised Base	1,428,670.2	836.6	1,429,506.8	586,221.6	436.6	429,534.0	400.0	429,934.0	201,322.5	0.0	201,322.5	29,019.6	82,204.7	102,759.4	-2,391.6	0.0	-2,391.6
SPENDING																	
Base Budget Changes	10,320.7	-744.1	9,576.6	7,800.0	-344.1	-3,300.0	-400.0	-3,700.0	6,587.1	0.0	6,587.1	0.0	-915.0	307.0	-158.4	0.0	-158.4
Reduction in Grant Income	3,234.7	11,276.2	14,510.9	2,960.5	0.0	0.0	11,276.2	11,276.2	0.0	0.0	0.0	274.2	0.0	0.0	0.0	0.0	0.0
Pay	21,645.7	626.9	22,272.6	-233.6	626.9	343.8	0.0	343.8	-122.6	0.0	-122.6	-93.0	-75.5	65.5	21,761.1	0.0	21,761.1
Prices	41,407.1	1,944.4	43,351.5	26,300.0	1,944.4	9,148.5	0.0	9,148.5	5,413.5	0.0	5,413.5	6.7	459.4	79.0	0.0	0.0	0.0
Demand & Cost Drivers - Cost	48,209.4	0.0	48,209.4	30,900.0	0.0	17,309.4	0.0	17,309.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Demand & Cost Drivers - Demand	22,989.0	24,150.3	47,139.3	11,300.0	250.3	10,626.5	23,900.0	34,526.5	1,062.5	0.0	1,062.5	0.0	0.0	0.0	0.0	0.0	0.0
Government & Legislative	-14,666.5	5,814.5	-8,852.0	796.5	709.5	0.0	-3,332.0	-3,332.0	-403.0	0.0	-403.0	40.0	0.0	-15,100.0	0.0	8,437.0	8,437.0
Service Strategies & Improvements	17,278.5	2,136.2	19,414.7	475.0	269.2	6,207.1	0.0	6,207.1	1,735.0	1,867.0	3,602.0	226.4	9,319.1	-184.1	-500.0	0.0	-500.0
TOTAL SPENDING	150,418.6	45,204.4	195,623.0	80,298.4	3,456.2	40,335.3	31,444.2	71,779.5	14,272.5	1,867.0	16,139.5	454.3	8,788.0	-14,832.6	21,102.7	8,437.0	29,539.7
SAVINGS, INCOME & GRANT																	
Transformation - Future Cost Increase Avoidance	-30,834.5	0.0	-30,834.5	-20,234.5	0.0	-10,600.0	0.0	-10,600.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transformation - Service Transformation	-3,600.0	0.0	-3,600.0	0.0	0.0	-2,450.0	0.0	-2,450.0	0.0	0.0	0.0	0.0	0.0	0.0	-1,150.0	0.0	-1,150.0
Efficiency	574.6	-65.0	509.6	3,304.9	-65.0	-1,891.5	0.0	-1,891.5	255.0	0.0	255.0	-312.5	-781.3	0.0	0.0	0.0	0.0
Income	-20,109.3	0.0	-20,109.3	-6,207.1	0.0	-148.4	0.0	-148.4	-15,524.8	0.0	-15,524.8	-230.9	0.0	2,001.9	0.0	0.0	0.0
Financing	1,001.0	0.0	1,001.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-8,021.0	9,022.0	0.0	0.0	0.0
Policy	-8,542.9	0.0	-8,542.9	-728.9	0.0	-6,094.9	0.0	-6,094.9	512.5	0.0	512.5	-3,658.7	-872.9	0.0	2,300.0	0.0	2,300.0
TOTAL SAVINGS & INCOME	-61,511.1	-65.0	-61,576.1	-23,865.6	-65.0	-21,184.8	0.0	-21,184.8	-14,757.3	0.0	-14,757.3	-4,202.1	-9,675.2	11,023.9	1,150.0	0.0	1,150.0
Increases in Grants and Contributions	0.0	-25,209.8	-25,209.8	0.0	-1,801.6	0.0	-13,104.2	-13,104.2	0.0	-1,867.0	-1,867.0	0.0	0.0	0.0	0.0	-8,437.0	-8,437.0
TOTAL SAVINGS, INCOME & GRANT	-61,511.1	-25,274.8	-86,785.9	-23,865.6	-1,866.6	-21,184.8	-13,104.2	-34,289.0	-14,757.3	-1,867.0	-16,624.3	-4,202.1	-9,675.2	11,023.9	1,150.0	-8,437.0	-7,287.0
MEMORANDUM:																	
Removal of undelivered/temporary savings & grant	32,840.3	3,362.8	36,203.1	14,942.2	30.8	0.0	3,332.0	3,332.0	1,554.0	0.0	1,554.0	0.0	222.1	13,822.0	2,300.0	0.0	2,300.0
New & FYE of existing Savings	-70,842.1	-65.0	-70,907.1	-32,600.7	-65.0	-21,036.4	0.0	-21,036.4	-686.5	0.0	-686.5	-3,971.2	-9,897.3	-1,500.0	-1,150.0	0.0	-1,150.0
New & FYE of existing Income	-23,509.3	0.0	-23,509.3	-6,207.1	0.0	-148.4	0.0	-148.4	-15,624.8	0.0	-15,624.8	-230.9	0.0	-1,298.1	0.0	0.0	0.0
New & FYE of existing Grants	0.0	-28,572.6	-28,572.6	0.0	-1,832.4	0.0	-16,436.2	-16,436.2	0.0	-1,867.0	-1,867.0	0.0	0.0	0.0	0.0	-8,437.0	-8,437.0
	-61,511.1	-25,274.8	-86,785.9	-23,865.6	-1,866.6	-21,184.8	-13,104.2	-34,289.0	-14,757.3	-1,867.0	-16,624.3	-4,202.1	-9,675.2	11,023.9	1,150.0	-8,437.0	-7,287.0
Prior Year savings rolling forward for delivery in 25-26 *	0.0	0.0	0.0					0.0			0.0						0.0
TOTAL Savings for delivery in 2025-26	-94,351.4	-28,637.6	-122,989.0	-38,807.8	-1,897.4	-21,184.8	-16,436.2	-37,621.0	-16,311.3	-1,867.0	-18,178.3	-4,202.1	-9,897.3	-2,798.1	-1,150.0	-8,437.0	-9,587.0
* to be confirmed. These will be included in the County Council report and will be updated as part of the outturn report, and those updated figures will be used for the 2025-26 savings monitoring process																	
RESERVES																	
Contributions to Reserves	42,428.9	14,200.0	56,628.9	0.0	0.0	0.0	14,200.0	14,200.0	400.0	0.0	400.0	0.0	90.9	41,938.0	0.0	0.0	0.0
Removal of prior year Contributions	-34,545.8	-10,640.0	-45,185.8	0.0	-1,600.0	0.0	-9,040.0	-9,040.0	0.0	0.0	0.0	0.0	-160.0	-34,385.8	0.0	0.0	0.0
Drawdowns from Reserves	-10,678.7	-25,598.1	-36,276.8	0.0	-1,698.1	0.0	-23,900.0	-23,900.0	-160.0	0.0	-160.0	0.0	0.0	-10,518.7	0.0	0.0	0.0
Removal of prior year Drawdowns	14,877.4	1,271.9	16,149.3	567.2	1,271.9	0.0	0.0	0.0	475.0	0.0	475.0	262.0	0.0	13,573.2	0.0	0.0	0.0
TOTAL RESERVES	12,081.8	-20,766.2	-8,684.4	567.2	-2,026.2	0.0	-18,740.0	-18,740.0	715.0	0.0	715.0	262.0	-69.1	10,606.7	0.0	0.0	0.0
NET CHANGE (excl internal base adjustments)	100,989.3	-836.6	100,152.7	57,000.0	-436.6	19,150.5	-400.0	18,750.5	230.2	0.0	230.2	-3,485.8	-956.3	6,798.0	22,252.7	0.0	22,252.7
NET BUDGET	1,529,659.5	0.0	1,529,659.5	643,221.6	0.0	448,684.5	0.0	448,684.5	201,552.7	0.0	201,552.7	25,533.8	81,248.4	109,557.4	19,861.1	0.0	19,861.1

	TOTAL		Total £000s	ASCH	Public Health	CYPE			GET			CED	DCED	NAC	CHB		
	Core £000s	External £000s		Core £000s	External £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	Core £000s	Core £000s	Core £000s	External £000s	Total £000s
PER INITIAL DRAFT BUDGET																	
GROWTH	117,204.8	12,558.8	129,763.6	66,141.4	3,456.2	35,552.6	20,168.0	55,720.6	13,356.7	0.0	13,356.7	182.9	1,055.7	-10,826.1	11,741.6	-11,065.4	676.2
SAVINGS, INCOME & GRANT	-41,633.1	7,370.8	-34,262.3	-24,016.5	-1,866.6	-22,133.9	-1,828.0	-23,961.9	-1,372.5	0.0	-1,372.5	-3,795.1	-1,089.0	10,523.9	250.0	11,065.4	11,315.4
RESERVES	4,138.3	-20,766.2	-16,627.9	567.2	-2,026.2	0.0	-18,740.0	-18,740.0	315.0	0.0	315.0	262.0	-69.1	3,063.2	0.0	0.0	0.0
NET CHANGE	79,710.0	-836.6	78,873.4	42,692.1	-436.6	13,418.7	-400.0	13,018.7	12,299.2	0.0	12,299.2	-3,350.2	-102.4	2,761.0	11,991.6	0.0	11,991.6
CHANGE FROM INITIAL DRAFT BUDGET																	
GROWTH	33,213.8	32,645.6	65,859.4	14,157.0	0.0	4,782.7	11,276.2	16,058.9	915.8	1,867.0	2,782.8	271.4	7,732.3	-4,006.5	9,361.1	19,502.4	28,863.5
SAVINGS, INCOME & GRANT	-19,878.0	-32,645.6	-52,523.6	150.9	0.0	949.1	-11,276.2	-10,327.1	-13,384.8	-1,867.0	-15,251.8	-407.0	-8,586.2	500.0	900.0	-19,502.4	-18,602.4
RESERVES	7,943.5	0.0	7,943.5	0.0	0.0	0.0	0.0	0.0	400.0	0.0	400.0	0.0	0.0	7,543.5	0.0	0.0	0.0
NET CHANGE	21,279.3	0.0	21,279.3	14,307.9	0.0	5,731.8	0.0	5,731.8	-12,069.0	0.0	-12,069.0	-135.6	-853.9	4,037.0	10,261.1	0.0	10,261.1

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care	Budget Realignment for the underlying pressure from 2024/25 within Adult Social Care	7,800.0	0.0	0.0	Adults and Older People	Core
Base Budget Changes	CYPE	Sue Chandler	Children's Social Care - Disabled Children (Placements & Support)	Realignment of the Children's Disability budget to reflect the increase in cost of supporting children in 2024-25	4,000.0	0.0	0.0	Children's Social Care	Core
Base Budget Changes	CYPE	Rory Love	Schools' Services - Temporary Accommodation	Use of temporary accommodation (normally mobiles or other temporary buildings) to ensure there are sufficient school places to meet basic need requirements, where these costs cannot be charged to capital.	1,000.0	0.0	0.0	Schools Services	Core
Base Budget Changes	CYPE	Sue Chandler	Adult Social Care - Placements for clients aged 18-25	Realignment of the 18-25 Adult Learning & Physical Disability Community Services budget reflecting forecast underspend in 2024-25	-3,000.0	0.0	0.0	Adults and Older People	Core
Base Budget Changes	CYPE	Rory Love	Home to School Transport	Underlying underspend from 24-25 monitoring on Home to School Transport Budget: lower increases in the costs of transport	-5,300.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Neil Baker	English National Concessionary Transport Scheme (ENCTS) reimbursement factor	In November 2023, the DfT announced changes to the re-imbursement calculator for the ENCTS scheme. The impact of these changes is to raise the re-imbursement level for ENCTS to an acceptable level for the bus operator, which leads to an increased cost to the authority	3,116.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Neil Baker	Highways - demand on Cat1 and Cat 2 defects	Re-alignment of highways maintenance operational spend due to recurring increased spend on highway defects and customer demand including Cat 1 and Cat 2 defects through statutory inspections.	1,757.0	0.0	0.0	Highways	Core
Base Budget Changes	GET	Robert Thomas	Waste - Realignment	Realignment of tonnes going through the Allington Energy for Waste (EfW) plant, based on Sept 2024 intel	1,270.2	0.0	0.0	Waste	Core
Base Budget Changes	GET	Robert Thomas	Waste - Realignment	Rightsizing of budget for household waste recycling centres and waste transfer stations management fees and rates due to higher inflation than assumed in 24-25 budget	362.2	0.0	0.0	Waste	Core
Base Budget Changes	GET	Robert Thomas	Waste - Textiles Income	Loss of textiles income due to market conditions	182.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Robert Thomas	Waste - mixed recycling	From October 2024, KCC will have to sample and evaluate mixed recycling, in line with the amendments to the Environmental Permitting Regulations (2016)	133.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Clair Bell	Trading Standards	Notified price increases for two restricted intelligence systems used for Trading Standards	6.2	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Base Budget Changes	GET	Clair Bell	Trading Standards	Increased income from Trading Standards Checked service, previously delayed due to economic climate.	-45.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Base Budget Changes	GET	Neil Baker	Highways - Streetlight Energy	Reduced streetlight energy costs due to price reduction in 24/25 where Summer rate is lower than budgeted	-194.5	0.0	0.0	Highways	Core
Base Budget Changes	DCED	Peter Oakford	Impact of Cap on Capitalisation of Property Disposal costs	Removal of short term funding for impact on the revenue budget of 4% cap on capitalisation of asset disposal costs pending improvement in market conditions and implementation of changes to asset disposal strategy	-100.0	-100.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	DCED	Peter Oakford	KCC Estate - Energy	Changes in the Corporate Landlord estate facilitating a reduced cost for Utilities from that budgeted within the 24/27 MTFP	-346.7	0.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	DCED	Peter Oakford	KCC Estate - Facilities Management	Reduction to Corporate Landlord Facilities Management base budget due to lower than budgeted contract indexation	-468.3	0.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	NAC	Peter Oakford	Insurance	Rightsize budget for increase in insurance premiums	250.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Base Budget Changes	NAC	Peter Oakford	Apprenticeship Levy	Realignment of Apprenticeship Levy Budget following overspending in 2023-24 and a forecast overspend in 2024-25	50.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Other Non Attributable Costs	Payment to Kent Fire and Rescue Service of 3% share of the Retained Business Rates levy in line with the Kent Business Rates pool agreement	22.5	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Corporate Levies	Rightsize budget for the Environment Agency and the Inshore Sea Fisheries Levies as the increase in 2024-25 was lower than anticipated when the budget was set.	-15.5	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Capital Financing Costs	Reinstate in 2027-28 the temporary reduction in debt charges in 2024-25 to 2026-27 due to decisions taken by Members to contain the capital programme; significant levels of re-phasing of the capital programme in 2022-23, 2023-24 and 2024-25; changes in interest rates and a review of asset lives in the modelling of debt charges.	0.0	0.0	4,000.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	CHB	Peter Oakford	Pay and Reward	Release of 2024-25 unallocated pay and reward allocation. The costs of the pay award were less than assumed when the 2024-25 budget was set based on actual staff in post	-158.4	0.0	0.0	Unallocated	Core
TOTAL BASE BUDGET CHANGES					10,320.7	-100.0	4,000.0		
Reduction in Grant Income	ASCH	Dan Watkins	Domestic Abuse	Removal of the Domestic Abuse Safe Accommodation specific grant following Government decision to include this within the Core Spending Power in the 2025-26 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant. The total Domestic Abuse Safe Accommodation specific grant was £3,234.7k in 2024-25 (£2,960.5k in ASCH directorate and £274.2k in CED directorate). The Domestic Abuse Safe Accommodation general grant amount rolled into the 2025-26 settlement is £4,031.2k. The impact of this change is an increase in our net budget of £4,031.2k but a change of only £796.5k in our spending capacity	2,960.5	0.0	0.0	Adults and Older People	Core
Reduction in Grant Income	CED	Roger Gough	Domestic Abuse	Removal of the Domestic Abuse Safe Accommodation specific grant following Government decision to include this within the Core Spending Power in the 2025-26 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant. The total Domestic Abuse Safe Accommodation specific grant was £3,234.7k in 2024-25 (£2,960.5k in the ASCH directorate and £274.2k in CED directorate). The Domestic Abuse Safe Accommodation general grant amount rolled into the 2025-26 settlement is £4,031.2k. The impact of this change is an increase in our net budget of £4,031.2k but a change of only £796.5k in our spending capacity	274.2	0.0	0.0	Management, Support Services & Overheads	Core
TOTAL REDUCTION IN GRANT INCOME					3,234.7	0.0	0.0		
Pay	ASCH	Dan Watkins	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-BDU-Mgmt, Support & Overheads	-1.0	0.0	0.0	Management, Support Services & Overheads	Core
Pay	ASCH	Dan Watkins	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-Operations-Mgmt, Support & Overheads	-15.0	0.0	0.0	Management, Support Services & Overheads	Core
Pay	ASCH	Dan Watkins	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-SC-Mgmt, Support & Overheads	-23.5	0.0	0.0	Management, Support Services & Overheads	Core
Pay	ASCH	Dan Watkins	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-Operations-A&OP	-194.1	0.0	0.0	Adults and Older People	Core
Pay	CYPE	Sue Chandler	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff - Integrated Children's Services	366.6	297.8	211.3	Children's Social Care	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Pay	CYPE	Rory Love	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff - Special Educational Needs	230.2	187.0	132.6	Children's Other Services	Core
Pay	CYPE	Sue Chandler	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff - 0-25 Disabled Children's & Young People Services	57.3	46.5	33.0	Children's Social Care	Core
Pay	CYPE	Rory Love	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-Ed-Schools' Services	-2.4	0.0	0.0	Schools Services	Core
Pay	CYPE	Rory Love	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-Ed-Children's Other Services	-5.6	0.0	0.0	Children's Other Services	Core
Pay	CYPE	Rory Love	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-Ed-Mgmt, Support & Overheads	-14.4	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CYPE	Rory Love	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-SMDB-Mgmt, Support & Overheads	-16.3	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CYPE	Rory Love	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-Ed-Community Services	-17.4	0.0	0.0	Community Services	Core
Pay	CYPE	Sue Chandler	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-ICS-Children's Other Services	-30.2	0.0	0.0	Children's Other Services	Core
Pay	CYPE	Sue Chandler	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-ICS-Mgmt, Support & Overheads	-37.7	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CYPE	Sue Chandler	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-ICS-Children's Social Care	-186.3	0.0	0.0	Children's Social Care	Core
Pay	GET	Clair Bell	Coroners	Increase in pay for senior, area and assistant coroners in accordance with the pay award agreed by the national Joint Negotiating Committee for Coroners	29.9	20.8	17.9	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Clair Bell	Community Protection (Kent Scientific Services)	Increase in staffing costs within Kent Scientific Services to deliver scientific testing which are offset by increased income	23.5	20.0	13.7	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Clair Bell	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-G&C-Mgmt, Support & Overheads	-1.5	0.0	0.0	Management, Support Services & Overheads	Core
Pay	GET	Neil Baker	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-H&T-Transport	-2.7	0.0	0.0	Transport	Core
Pay	GET	Neil Baker	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-SMDB-Mgmt, Support & Overheads	-2.8	0.0	0.0	Management, Support Services & Overheads	Core
Pay	GET	Neil Baker	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-H&T-Other	-3.9	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Robert Thomas	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-ECE-Waste	-7.5	0.0	0.0	Waste	Core
Pay	GET	Robert Thomas	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-ECE-Other	-7.9	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Neil Baker	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-H&T-Mgmt, Support & Overheads	-14.1	0.0	0.0	Management, Support Services & Overheads	Core
Pay	GET	Clair Bell	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-G&C-Community Services	-29.8	0.0	0.0	Community Services	Core
Pay	GET	Clair Bell	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-G&C-Other	-32.7	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Pay	GET	Neil Baker	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-H&T-Highways	-73.1	0.0	0.0	Highways	Core
Pay	CED	Roger Gough	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-SMDB-Mgmt, Support & Overheads	-2.5	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CED	Roger Gough	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-C&P-Mgmt, Support & Overheads	-9.6	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CED	Roger Gough	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-SPRCA-Mgmt, Support & Overheads	-13.7	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CED	Dylan Jeffrey	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-GLD-Mgmt, Support & Overheads	-18.7	0.0	0.0	Management, Support Services & Overheads	Core
Pay	CED	Peter Oakford	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-FIN-Mgmt, Support & Overheads	-48.5	0.0	0.0	Management, Support Services & Overheads	Core
Pay	DCED	Peter Oakford	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-INF-Other (Emergency Planning)	-0.3	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	DCED	Dylan Jeffrey	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-MRX-Community Services	-1.7	0.0	0.0	Community Services	Core
Pay	DCED	Dylan Jeffrey	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-MRX-Mgmt, Support & Overheads	-4.0	0.0	0.0	Management, Support Services & Overheads	Core
Pay	DCED	Peter Oakford	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-TEC-Mgmt, Support & Overheads	-4.3	0.0	0.0	Management, Support Services & Overheads	Core
Pay	DCED	Peter Oakford	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-SMDB-Mgmt, Support & Overheads	-8.4	0.0	0.0	Management, Support Services & Overheads	Core
Pay	DCED	Peter Oakford	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-HROD-Mgmt, Support & Overheads	-18.2	0.0	0.0	Management, Support Services & Overheads	Core
Pay	DCED	Peter Oakford	Pay and Reward	Removal of non-consolidated (one-off) pay increases in 2024-25 for staff at the top of their grade-INF-Mgmt, Support & Overheads	-38.6	0.0	0.0	Management, Support Services & Overheads	Core
Pay	NAC	Peter Oakford	Apprenticeship Levy	Increase in the Apprenticeship Levy in line with the estimated increase in the pay bill	65.5	52.4	55.1	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Pay	CHB	Peter Oakford	Pay and Reward	Contribution for annual pay award and impact on base budgets from the transition to and progression through the Council's new pay structure from 1 April 2025, as agreed at County Council on 23 May 2024. This includes an estimate for staff pay awards and ensuring that lower pay scales increase in line with the Foundation Living Wage. This is still subject to finalising the pay bargaining process with Trade Unions.	12,400.0	9,600.0	11,400.0	Unallocated	Core
Pay	CHB	Peter Oakford	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025 announced in the Chancellor's Autumn Budget on 30th October 2024, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9,100 to £5,000. This includes Basic Pay but also National Insurance increases on all other Pay as well as Member Allowances. These figures are subject to the Pay Bargaining process with Trade Unions	9,361.1	0.0	0.0	Unallocated	Core
Pay	CHB	Peter Oakford	Employers Pension Contribution	Estimated impact of potential change to employers pension contribution rate in 2026-27	0.0	2,300.0	0.0	Unallocated	Core
TOTAL PAY					21,645.7	12,524.5	11,863.6		
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments	16,500.0	17,000.0	14,600.0	Adults and Older People	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Prices	ASCH	Dan Watkins	Adult Social Care	Additional funding above contractual obligations, to sustain the social care market	9,800.0	0.0	0.0	Adults and Older People	Core
Prices	CYPE	Rory Love	Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport	3,857.9	2,574.5	2,112.1	Transport	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Non-disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - Integrated Children's Services	2,269.6	2,498.6	1,991.8	Children's Social Care	Core
Prices	CYPE	Sue Chandler	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments - Vulnerable Adults 18-25	1,292.2	1,342.7	1,159.1	Adults and Older People	Core
Prices	CYPE	Sue Chandler	Adult Social Care	Additional funding above contractual obligations, to sustain the social care market - 18-25	775.3	0.0	0.0	Adults and Older People	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - lifespan pathway 0-25	660.8	500.6	415.5	Children's Social Care	Core
Prices	CYPE	Rory Love	Kent 16+ Travel Saver	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent 16+ Travel Saver	108.4	86.0	71.0	Transport	Core
Prices	CYPE	Rory Love	Schools' Services - Historic Pension Arrangements	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses - Children, Young People & Education	91.5	146.9	121.2	Schools Services	Core
Prices	CYPE	Rory Love	Schools' Services - Facilities Management	Estimated future price uplift to new Facilities Management contracts - schools	64.9	61.4	57.7	Schools Services	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Care Leavers	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - Care Leavers	27.9	40.7	33.1	Children's Social Care	Core
Prices	GET	Robert Thomas	Waste contract related inflation.	Provision for price inflation related to Waste contracts (based on contractual indices) - updated for Office of Budget Responsibility (OBR) Oct 24 forecasts	2,900.0	2,718.0	2,682.0	Waste	Core
Prices	GET	Neil Baker	Highways contract related inflation	Provision for price inflation related to Highways contracted services (based on contractual indices)	755.5	1,365.3	1,372.4	Highways	Core
Prices	GET	Neil Baker	English National Concessionary Transport Scheme (ENCTS) Inflation	Provision for price inflation, resulting from bus operator fare increases feeding into the ENCTS re-imburement calculator. The re-imburement calculator is used to calculate what a bus operator receives in payment, for each pass presented per trip.	539.0	558.0	577.0	Transport	Core
Prices	GET	Neil Baker	Highways - Streetlight Energy	The rebate from the Bowerhouse solar farm has a reduced forecast on the return hence impacting the street light energy budget.	480.0	0.0	0.0	Highways	Core
Prices	GET	Neil Baker	Kent Travel Saver inflation	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent Travel Saver	479.7	479.7	479.7	Transport	Core
Prices	GET	Neil Baker	Supported Bus Services Inflation	Provision for price inflation, which results from the re-tendering of supported bus services, which reflects increases in operating costs over the life of a contract.	421.0	432.0	445.0	Transport	Core
Prices	GET	Neil Baker	Highways - Soft Landscaping	Soft Landscaping Arborocultural contract increased prices through new contract commissioning / tender process.	90.0	0.0	0.0	Highways	Core
Prices	GET	Clair Bell	Coroners - Post Mortem Contract inflation	Provision for price inflation related to contracted services (based on contractual indices)	87.0	1.8	1.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Contract related inflation - PROW	Provision for price inflation related to Public Rights of Way contracts	57.0	38.0	38.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners	Provision for inflationary increase in specialist pathologist fees	27.2	22.0	15.3	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Prices	GET	Clair Bell	Coroners - Funeral Directors Contract inflation	Provision for price inflation related to contracted services (based on contractual indices)	23.0	19.0	13.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Libraries, Registration & Archives inflation	Provision for price inflation related to contracted services (based on contractual indices) - annual uplift to the SLAs we have in place for - Amelia, Tunbridge Wells Borough Council , Sandgate Library, Sandgate Parish Council, Swanley Link, Swanley Town Council and contribution to Beaney, Canterbury City Council.	22.0	22.0	22.0	Community Services	Core
Prices	GET	Robert Thomas	Country Parks	Inflationary increases in the gross costs to supply catering goods, materials and stock used to generate income through resale in on-site cafes and shops.	14.2	14.6	15.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners	Increase in budget for toxicology analysis due to increasing number and complexity of cases plus inflationary rises in salaries and consumables	13.0	11.0	8.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Community Protection (Kent Scientific Services)	Inflationary increases to public laboratory non-staffing costs including consumables, fuel etc.	10.9	9.3	6.4	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners	The Coroner Service is required by law to record inquests and provide limited secure access to streaming. AV Equipment to do this was installed at the new facilities at Oakwood House but requires ongoing maintenance.	10.0	1.4	1.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Mobile Libraries Fuel inflation	Provision for price inflation related to other transport services	1.0	1.0	1.0	Community Services	Core
Prices	GET	Neil Baker	Streetlight Energy price changes	Provision for price changes related to Streetlight energy, as estimated by Commercial Services/LASER for 25/26 and 26/27	-517.0	113.0	113.0	Highways	Core
Prices	CED	Peter Oakford	Local Democracy - Grants to District Councils	Annual uplift in grant covering contribution for Retriever (debt tracing) contract (CPI linked) and staff resources grant (pay linked) related to Council Tax collection to help increase levels of council tax raised via improving tax base/collection rates.	6.7	10.9	9.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	DCED	Peter Oakford	KCC Estate - Facilities Management	Estimated future price uplift within the Corporate Landlord budget for Facilities Management contracts	347.0	504.8	445.5	Costs of running our operational premises (CLL)	Core
Prices	DCED	Peter Oakford	Cantium Business Solutions (CBS)	Inflationary uplift on the CBS ICT contract	128.5	238.9	199.9	Management, Support Services & Overheads	Core
Prices	DCED	Peter Oakford	KCC Estate - Rates	Provision for price inflation within the Corporate Landlord budget for rates for the office estate	114.7	205.0	146.9	Costs of running our operational premises (CLL)	Core
Prices	DCED	Peter Oakford	KCC Estate - Rent	Provision for price inflation within the Corporate Landlord budget for rent of the KCC estate	91.9	148.5	124.3	Costs of running our operational premises (CLL)	Core
Prices	DCED	Peter Oakford	Technology contracts	Provision for price inflation on Third Party ICT related contracts	91.2	119.8	111.5	Management, Support Services & Overheads	Core
Prices	DCED	Dylan Jeffrey	Contact Centre	Price inflation on Agilisys contract for provision of Contact Centre	81.0	18.9	72.6	Community Services	Core
Prices	DCED	Peter Oakford	Kent Commercial Services (KCS)	Inflationary uplift on the KCS HR Connect contract	36.1	62.0	51.9	Management, Support Services & Overheads	Core
Prices	DCED	Peter Oakford	KCC Estate - Energy	Anticipated price change on energy contracts for the KCC estate as estimated by Commercial Services	-431.0	-47.7	4.2	Costs of running our operational premises (CLL)	Core
Prices	NAC	Peter Oakford	External Audit Fee	Estimated increase in external audit fee	52.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Prices	NAC	Peter Oakford	Environment Agency Levy	Estimated increase in Environment Agency Levy together with impact of estimated change in taxbase	19.7	20.5	21.3	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Prices	NAC	Peter Oakford	Non specific price provision - Inshore Sea Fisheries Conservation Area Levy	Non specific provision for inflation on other contracts without indexation clauses - increase in Inshore Sea Fisheries Conservation Area (IFCA) Levy	6.6	22.2	23.3	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL PRICES					41,407.1	31,361.3	27,562.6		
Demand & Cost Drivers - Cost	ASCH	Dan Watkins	Adult Social Care	Estimated cost pressures. Relates mainly to new people starting to receive services, being at higher cost than those who are continuing or leaving services.	30,900.0	30,900.0	30,900.0	Adults and Older People	Core
Demand & Cost Drivers - Cost	CYPE	Rory Love	Home to School transport - SEN - Cost	Estimated impact of rising pupil population on SEN Home to School and College Transport	10,200.0	7,900.0	7,900.0	Transport	Core
Demand & Cost Drivers - Cost	CYPE	Sue Chandler	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (increase in cost of packages)	3,250.3	3,841.5	3,841.5	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Sue Chandler	Adult Social Care	Provision for impact of the full year effect of all current costs of care, further increases in client numbers expected through transition into adulthood from Children's Social Care, additional costs arising for existing clients and for those new clients whose needs are becoming more complex.	2,500.0	2,500.0	2,500.0	Adults and Older People	Core
Demand & Cost Drivers - Cost	CYPE	Sue Chandler	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand for services for children with a disability including complexity of packages.	1,109.1	1,239.6	1,239.6	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Rory Love	Home to School transport - Mainstream - Cost Driven	Estimated impact of rising pupil population on Mainstream Home to School transport	250.0	250.0	250.0	Transport	Core
TOTAL DEMAND & COST DRIVERS - COST					48,209.4	46,631.1	46,631.1		
Demand & Cost Drivers - Demand	ASCH	Dan Watkins	Adult Social Care	Provision for the impact in Adult Social Care of the full year effect of all current costs of care during 2024-25 in addition to new financial demands that will be placed on adult social care (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2025 to 31st March 2026 (c) Individuals in receipt of a funded package of support on 31st March 2025, and require an increase in funded support following a review or reassessment (d) People no longer eligible for CHC and now require funded support from ASCH from (e) People who have previously funded their own care and support and now require funded support from ASCH	11,300.0	11,300.0	11,300.0	Adults and Older People	Core
Demand & Cost Drivers - Demand	CYPE	Rory Love	Home to School transport - SEN - Demand	Estimated impact of rising pupil population on SEN Home to School and College Transport	4,400.0	5,200.0	5,200.0	Transport	Core
Demand & Cost Drivers - Demand	CYPE	Sue Chandler	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (higher number of children requiring support)	4,390.6	3,927.7	3,927.7	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Sue Chandler	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand for services for children with a disability including complexity of packages.	1,460.9	1,230.4	1,230.4	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Rory Love	Home to School transport - Mainstream - Demand Driven	Estimated impact of rising pupil population on Mainstream Home to School transport	250.0	250.0	250.0	Transport	Core
Demand & Cost Drivers - Demand	CYPE	Sue Chandler	Children's Social Care - Care Leavers	Estimated increase in number of children supported by the care leaver service	125.0	0.0	0.0	Children's Social Care	Core
Demand & Cost Drivers - Demand	GET	Robert Thomas	Waste - tonnage changes	Estimated impact of changes in waste tonnage as a result of population and housing growth and changes in the mix of waste streams/disposal methods	1,085.0	1,090.0	1,044.0	Waste	Core
Demand & Cost Drivers - Demand	GET	Neil Baker	Streetlight energy & maintenance	Adoption of new streetlights at new housing developments and associated increase in energy costs	27.5	27.5	27.5	Highways	Core

165

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Demand & Cost Drivers - Demand	GET	Derek Murphy	Planning Applications	Removal of one-off funding for costs of the independent examination of the Minerals & Waste Local Plan by the Planning Inspectorate in the summer of 2024	-50.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
TOTAL DEMAND & COST DRIVERS - DEMAND					22,989.0	23,025.6	22,979.6		
Government & Legislative	ASCH	Dan Watkins	Domestic Abuse	Increase in Domestic Abuse Safe Accommodation to reflect increase included in Local Government Finance Settlement	796.5	0.0	0.0	Adults and Older People	Core
Government & Legislative	GET	Clair Bell	Coroners	Revisions to staffing structure, primarily to adhere with Government guidance on caseload/complexity	85.0	65.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Clair Bell	Public Rights of Way	Adoption of new routes (e.g. King Charles III England Coast Path), including creation of new routes and recording of historic rights where they are publicly maintainable.	12.0	12.0	12.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Neil Baker	Highways Tunnels - Regulations	Removal of one-off costs in 2024-25 of meeting our statutory duties complying with the Tunnels Regulations and inspections including consultants report and critical documentation preparation.	-500.0	0.0	0.0	Highways	Core
Government & Legislative	GET	Robert Thomas	Waste - Waste to Energy Emissions	From January 2028, UK Energy for Waste (EFW) plants will be included within the existing UK Emissions Trading Scheme (ETS), and KCC will be subject to a pass through related to this cap and trade scheme. Please note that the intricacies of this scheme are still out to consultation and therefore accurate estimations of cost are not possible. This is one-quarter of the estimated liability.	0.0	0.0	3,200.0	Waste	Core
Government & Legislative	GET	Clair Bell	Community Wardens	Pension strain from ceasing service from July 2026	0.0	150.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Clair Bell	Community Safety	Investment required to deliver statutory obligations under Crime and Disorder Act once Wardens Service ceases in July 2026	0.0	112.5	37.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	CED	Roger Gough	Procurement - Compliance & Reporting	Additional transparency and performance requirements in line with the implementation of the Procurement Act 2023	40.0	0.0	0.0	Management, Support Services & Overheads	Core
Government & Legislative	NAC	Peter Oakford	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Change in accounting treatment of KCC Contribution towards funding the DSG deficit as agreed with DfE as part of the Safety Valve agreement following latest advice from External Auditors. Remove base spending pressure included in 2024-25 budget and replace with a contribution to reserves (see reserves section of MTFP)	-15,100.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL GOVERNMENT & LEGISLATIVE					-14,666.5	339.5	3,249.5		
Service Strategies & Improvements	ASCH	Dan Watkins	Adult Social Care	Increase in the bad debt provision to reflect the anticipated impact of the high cost of living on our income collection rates from client contributions	250.0	200.0	190.0	Adults and Older People	Core
Service Strategies & Improvements	ASCH	Dan Watkins	Adult Social Care	Ongoing funding for MOSAIC payments resources (funded from elsewhere in 2024-25). Additional resources will ensure timely payments to social care providers, and also support the development of enhancements to the MOSAIC payments system to improve processes.	225.0	0.0	0.0	Adults and Older People	Core
Service Strategies & Improvements	CYPE	Sue Chandler	Children's Social Care Prevention	Estimated share of the new Children's Social Care Prevention Grant Costs included in the 2025-26 Local Government Settlement to support delivery of the Children's Wellbeing and Schools Bill reforms relating to critical adolescence and wider early help prevention work	6,207.1	0.0	0.0	Children's Social Care	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	GET	Robert Thomas	Waste - Behaviour change	This is a spend to save initiative to avoid residual waste costs through increasing recycling rates and reduction of residual waste. This focuses on food waste capture and reduction, increasing recycling and decreasing contamination, as well as the introduction of flexible plastics to be recycled: This will be achieved through: - Communications and behaviour change initiatives - Improving waste systems, through supporting the districts to increase the performance of Kerbside recycling schemes - Infrastructure improvement and development to enable maximum opportunities to segregate recycling and comply with legislation.	1,300.0	1,350.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste - HWRC Contract	Funds required to mobilise new contract and demobilise existing contract, including getting sites into a condition that new contractor will accept, following the decision to procure a new contract.	500.0	-300.0	-200.0	Waste	Core
Service Strategies & Improvements	GET	Neil Baker	Mobilisation and increase contract costs for new HTMC contract	Mobilisation and commissioning costs associated with the new Highways Term Maintenance contract (April 2026), then increased cost of HTMC contract	300.0	2,833.5	0.0	Highways	Core
Service Strategies & Improvements	GET	Derek Murphy	Economic Development Recovery Plan	Removal of time limited funding for re-design of the service and additional staffing and consultancy capacity to draft and deliver the Kent Economic Recovery Plan and Kent & Medway Economic Framework following the Covid pandemic	-50.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Neil Baker	Highways - Streetlighting	Removal of one-off costs of upgrade of the Streetlighting Control Management System from 3G connectivity due to the shutting down of the 3G network	-315.0	-160.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste - infrastructure	Operating and haulage costs of a new waste transfer facility in the Folkestone & Hythe area which is required as currently this waste is either tipped via a subcontractor or outside of borough	0.0	789.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Robert Thomas	Flood Risk Management	Revenue contributions to capital required to deliver Surface Water Flood Risk Management schemes	0.0	500.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Clair Bell	Sports & Physical Activity Development	Capital sports grant to contribute towards refurbishment or improvement of existing sports facilities, sites or buildings; development of new community sports facilities; and purchase of fixed sports equipment.	0.0	0.0	37.5	Community Services	Core
Service Strategies & Improvements	GET	Clair Bell	Village Halls & Community Centres	Change the funding of grants for improvements and adaptations to village halls and community centres from capital to revenue	0.0	0.0	37.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste - HWRC contract	Exit cost payable to contractor as vehicle cost was spread over 5+5 year contract and the 5 year extension was not exercised so exit fee is payable based on reimbursement of unamortised asset cost - deferred to 2027-28 as 18 month increased mobilisation period has been agreed	0.0	0.0	1,069.9	Waste	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste facilities	Revenue contribution to capital outlay to fund the development of the waste transfer station at Folkestone & Hythe	0.0	2,000.0	-2,000.0	Waste	Core
Service Strategies & Improvements	CED	Roger Gough	Internal Audit Resourcing	The core business of the Internal Audit service is the delivery of assurance and consultancy services to Kent County Council. This assessment of future needs is broadly based on resources required for the current KCC and external client base. Any additional opportunities would need to be assessed on the basis that they would need to be addressed by cost effective recruitment of resources.	110.7	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	CED	Dylan Jeffrey	Member Allowances	Annual uplift to Member Allowances as agreed and approved by County Council	70.7	50.9	61.9	Management, Support Services & Overheads	Core

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	CED	Roger Gough	Procurement - Tendering & Sourcing System	Updating of Kent Business Portal to manage the publication and management of all public procurements, in line with legislation.	45.0	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Peter Oakford	Technology	Oracle Cloud spend met by flexible use of capital receipts	8,021.0	-8,021.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Peter Oakford	Project Prime 2 (Commercial Services Group contract review phase 2)	Increase in the commissioning budget for the provision of ICT services from Commercial Services Group which will lead to an increase in the dividend received	1,160.2	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Peter Oakford	Project Prime 2 (Commercial Services Group contract review phase 2)	Increase in the commissioning budget for the provision of HR services from Commercial Services Group which will lead to an increase in the dividend received	137.9	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	NAC	Peter Oakford	Project Prime (Commercial Services Group contract review phase 1)	Final loss of income from a review of contract with Commercial Services Group, specifically due to the removal of buy back of services was lower than originally estimated in 24-25 budget	-184.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Service Strategies & Improvements	CHB	Peter Oakford	Waste Provision	Removal of one-off provision for increased costs of waste disposal in advance of implementation of simpler recycling regulations and new burdens funding	-500.0	0.0	0.0	Unallocated	Core
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					17,278.5	-757.6	-803.2		
Base Budget Changes	CYPE	Sue Chandler	Unaccompanied Asylum Seeking Children (UASC) - re-prioritisation of grant	Realignment of spending within UASC grant to reflect incorporating the recharge from GET Directorate for unaccompanied children in receipt of a Kent Travel Saver pass	-400.0	0.0	0.0	Children's Social Care	External
Base Budget Changes	Public Health	Dan Watkins	Public Health	Realignment of charge for corporate overheads	-344.1	0.0	0.0	Public Health	External
TOTAL BASE BUDGET CHANGES					-744.1	0.0	0.0		
Reduction in Grant Income	CYPE	Sue Chandler	Children & Families grants	Removal of the following individual children & families specific grants to be replaced by the new Children and Families grant announced as part of the 2025-26 Local Government Financial Settlement - Supporting Families - Supported Accommodation Reforms - Staying Put - Virtual School Heads Extension for previously Looked After Children - Leaving Care Allowance uplift and - Personal Advisors up to age 25	11,276.2	0.0	0.0	Children's Social Care	External
TOTAL REDUCTION IN GRANT INCOME					11,276.2	0.0	0.0		
Pay	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Pay adjustments including 25/26 pay uplift for Public Health staff	626.9	0.0	0.0	Public Health	External
TOTAL PAY					626.9	0.0	0.0		
Prices	Public Health	Dan Watkins	Public Health contracts	Increase in NHS Provider contracts	1,746.5	0.0	0.0	Public Health	External
Prices	Public Health	Dan Watkins	Public Health Contracts	Other Contractual/inflationary increases	197.9	0.0	0.0	Public Health	External
TOTAL PRICES					1,944.4	0.0	0.0		
Demand & Cost Drivers - Demand	CYPE	Rory Love	Dedicated Schools Grant (DSG) anticipated in year deficit	Anticipated in year deficit of £23.9m in 2025-26 reducing to £8.3m in 2026-27 against the Dedicated Schools Grant due to costs of High Needs Education expected to exceed the grant allocation, with a surplus of £5.9m forecast for 2027-28	23,900.0	-15,600.0	-14,200.0	Schools & High Needs	External
Demand & Cost Drivers - Demand	Public Health	Dan Watkins	Public Health - Sexual Health	Increase in costs associated with long-acting reversible contraception for GP charges and prescribing costs	148.0	0.0	0.0	Public Health	External
Demand & Cost Drivers - Demand	Public Health	Dan Watkins	Public Health - Stop Smoking Services	Increase in Nicotine Replacement Therapy (NRT) due to demand	75.0	0.0	0.0	Public Health	External
Demand & Cost Drivers - Demand	Public Health	Dan Watkins	Public Health - Sexual Health	Increased Demand for Sexual Health Services	27.3	0.0	0.0	Public Health	External
TOTAL DEMAND & COST DRIVER - DEMAND					24,150.3	-15,600.0	-14,200.0		

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Government & Legislative	CHB	Roger Gough	Household Support Fund	The Government announcement on 2nd September 2024 extended the Government funded Household Support Fund for a further 6 months from 30 September 2024 to 31 March 2025. This was extended for a further year to 31 March 2026 in the Chancellor's Autumn Budget on 30th October 2024 but at a reduced amount. It is currently assumed that this grant will cease from 1 April 2026.	8,437.0	-19,502.4	0.0	Unallocated	External
Government & Legislative	CYPE	Sue Chandler	Family Hubs	Estimated reduction in our share of the DfE/DHSC Family Hubs and Start for Life grant	-3,332.0	0.0	0.0	Children's Other Services	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in Substance Misuse services funded by temporary Rough Sleeper grant from Office for Health Improvement & Disparities	579.1	0.0	-579.1	Public Health	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in substance misuse services due to estimated reduction in Individual Placement and Support in Community Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	161.2	0.0	-417.7	Public Health	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Reduction in targeted housing support interventions for people in drug and alcohol treatment due to an estimated reduction in the Drug Strategy Housing Support Grant from Office for Health Improvement & Disparities	-30.8	0.0	-901.3	Public Health	External
TOTAL GOVERNMENT & LEGISLATIVE					5,814.5	-19,502.4	-1,898.1		
Service Strategies & Improvements	GET	Neil Baker	Supported Bus Services (BSIP routes)	During Autumn 2023, a number of local bus operators within Kent, gave notice that they intended to withdraw their local bus services. The vast majority of these services were school focused, carrying those holding a Kent Travel Saver or were provided with a season ticket by KCC. Using BSIP+ funding, KCC was able to secure the continuation of these services, at a significant cost, and whilst BSIP+ is not continuing, Govt have announced BSIP for 25/26 which can fund this for the coming year.	1,867.0	1,073.0	147.0	Transport	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Health Programme	Therapeutic Services for Young People costs to transition to a new delivery model	400.0	-400.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Health Visiting	One-off transitional costs for Infant feeding Service	100.0	-100.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health	Increase in corporate overhead charges	92.5	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health	Additional temporary expenditure for the Marmot Coastal Initiative	90.0	-45.0	-45.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Temporary transitional Funding for Postural Stability to move to new delivery model	56.5	-31.5	-25.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in Substance Misuse services due to estimated increase in time limited Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	43.2	0.0	-3,572.2	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Contribution towards new Healthy Living Centre in Thanet	38.8	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Health Programme	New contract for Families and Childrens' Relationship with Food	36.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Health Programme	Additional one-off expenditure for children's Hearing pilot to support more accurate testing	10.0	-10.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Removal of temporary investment in Cohort Modelling in 23/24 & 24/25	-21.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Reduction in temporary investment in research capacity in 23/24 & 24/25	-29.5	0.0	0.0	Public Health	External

APPENDIX F: 2025-28 BUDGET - SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Substance Misuse	Removal of additional one-off investment in Recovery Housing (new contract) in 24/25	-30.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Mental Health	Additional one-off funding for Live Well Kent Mental Health contract	-250.0	-250.0	-500.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Removal of additional temporary investment in Public Health Consultants in 23/24 and 24/25	-267.3	0.0	0.0	Public Health	External
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					2,136.2	236.5	-3,995.2		
CORE					150,418.6	113,024.4	115,483.2		
EXTERNAL					45,204.4	-34,865.9	-20,093.3		
TOTAL					195,623.0	78,158.5	95,389.9		

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult social care service redesign	Re-phasing and full year effect of 2024-25 future cost increase avoidance savings to review and reshape ASCH to deliver new models of social care.	-14,526.6	-488.7	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult Social Care	Adult Social Care are reviewing the current savings programme (24/25) and modelling further 25/26 savings on areas of the highest level of delivery and impact. Resources will be realigned across the directorate to create capacity to deliver.	-12,456.9	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult Social Care service redesign	Removal of £6,749k of undelivered savings from the £30,154.8k savings target in 2024-25 from the review and reshape of ASCH as set out in the sustainability plan to deliver new models of social care.	6,749.0	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	CYPE	Rory Love	Home to School transport - SEN	Estimated reduction to the impact of rising pupil population on SEN Home to School and College Transport	-10,600.0	-10,300.0	-10,300.0	Transport	Core
TOTAL TRANSFORMATION - FUTURE COST INCREASE AVOIDANCE					-30,834.5	-10,788.7	-10,300.0		
Transformation - Service Transformation	CYPE	Sue Chandler	Looked After Children	Implementation of strategies to reduce placement costs for looked after children including the impact of kinship service to reduce the number of children remaining in care, along with increased health contributions.	-1,500.0	0.0	0.0	Children's Social Care	Core
Transformation - Service Transformation	CYPE	Sue Chandler	Disabled Children's Placement and Support	Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-550.0	0.0	0.0	Children's Social Care	Core
Transformation - Service Transformation	CYPE	Rory Love	Home to School Transport - Personal Transport Budgets	Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-400.0	-400.0	-400.0	Transport	Core
Transformation - Service Transformation	CHB	Peter Oakford	Spans and layers	Review of structures across the Council to ensure adherence to the Council's organisation design policy	-500.0	-1,500.0	0.0	Unallocated	Core
Transformation - Service Transformation	CHB	Peter Oakford	Review of embedded staff	Review of embedded teams in Directorates, to establish opportunities for consolidation and/or centralisation of practice	-400.0	-900.0	0.0	Unallocated	Core
Transformation - Service Transformation	CHB	Peter Oakford	Reduced spend on agency staff	Reduction in the volume and duration of agency staff	-250.0	0.0	0.0	Unallocated	Core
TOTAL TRANSFORMATION - SERVICE TRANSFORMATION					-3,600.0	-2,800.0	-400.0		
Efficiency	ASCH	Dan Watkins	Adult Social Care - Third Party Top Ups	Removal of undelivered prior year saving related to consistently adhering to our policy framework in relation Third Party Top Ups (the difference between the care home fee and the amount KCC will fund)	100.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - use of in-house respite beds	Removal of undelivered prior year saving related to consistently adhering to our policy framework in relation to use of in-house provision and occupancy to reduce reliance on external purchasing of short term beds	100.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care	Removal of undelivered savings from 2023-24 from review of arranging support for self-funders	280.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - Care & Support in the home	Realignment of efficiency savings in relation to the purchasing of care and support in the home	900.0	-900.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Older People's Residential & Nursing Care	Realignment of efficiency savings in relation to the purchasing of residential care	1,924.9	-1,924.9	0.0	Adults and Older People	Core
Efficiency	CYPE	Sue Chandler	Children's Social Care	Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers	-850.0	0.0	0.0	Children's Social Care	Core
Efficiency	CYPE	Sue Chandler	Adult Social Care	Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	-650.0	0.0	0.0	Adults and Older People	Core

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Efficiency	CYPE	Rory Love	SEN Home to School Transport (HTST)	Implementation of new statutory guidance for Home to School Transport (published June 23) including making use of a new system for transport planning to explore route optimisation and use of standard pick up points, where appropriate.	-300.0	-200.0	0.0	Transport	Core
Efficiency	CYPE	Rory Love	Schools' Services - Historic Pension Costs	Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-91.5	-146.9	-121.2	Schools Services	Core
Efficiency	GET	Robert Thomas	Waste - Dunbrik	Revenue savings from a spend to save initiative by paying off an interest bearing loan early related to the development of Dunbrik Waste Transfer Station	-395.0	0.0	0.0	Waste	Core
Efficiency	GET	Robert Thomas	Waste - Recycling of food waste	Reduced cost of food waste disposal following Government legislation regarding consistent collections, and work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates.	-76.0	-654.0	0.0	Waste	Core
Efficiency	GET	Robert Thomas	Waste - Household Waste & Recycling Centres (HWRCs)	Undeliverable prior year saving from increased waste material segregation, that was intended to generate income or reduce cost. This has not been possible due to a change in Government legislation whereby certain items can no longer be recycled.	105.0	0.0	0.0	Waste	Core
Efficiency	GET	Robert Thomas	Waste - Review of composting contract	Removal of 2024-25 saving as mid-contract negotiation of green waste contract did not progress. Market analysis indicates a reduction in gate fee should be possible on expiry of the contract.	621.0	0.0	-50.0	Waste	Core
Efficiency	GET	Robert Thomas	Environmental Management - Windmills	Reinstatement of a temporary reduction in annual maintenance/weatherproofing of windmills	0.0	50.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Efficiency	GET	Clair Bell	Libraries, Registration & Archives - Materials Fund	Continuation of temporary reduction since 2023-24 in the Libraries Materials Fund and continuation of contribution holiday for the Mobile Libraries renewals reserve	0.0	207.0	0.0	Community Services	Core
Efficiency	CED	Peter Oakford	Support Service reduction - Finance Services	Support Service targeted reductions - reduced contribution to pension fund in respect of change to requirements	-107.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Peter Oakford	Historic Pension Costs	Reduction in the number of Historic Pension arrangements within CED Directorate	-105.5	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Peter Oakford	Support Service reduction - CED Directorate Management & Support	Support Service targeted reductions - review of discretionary spend	-100.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Peter Oakford	KCC Estate - Specialist Assets	Property savings from a Corporate Landlord review of specialist assets	-309.4	-98.6	0.0	Costs of running our operational premises (CLL)	Core
Efficiency	DCED	Peter Oakford	Support Service reduction - Property Services	Support Service targeted reductions - staffing efficiencies within Infrastructure	-201.1	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Dylan Jeffrey	Support Service reduction - Contact Centre	Support Service targeted reductions - reduced contribution to pension fund in respect of staff who transferred to Agilisys	-169.6	0.0	0.0	Community Services	Core
Efficiency	DCED	Peter Oakford	Support Service reduction - Strategic Reset Programme	Support Service targeted reductions - staffing efficiencies within Strategic Reset Programme	-82.2	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Peter Oakford	Support Service reduction - Business Management & Client Relationship	Support Service targeted reductions - staffing efficiencies within Business Management & Client Relationships	-19.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	TBC	TBC	Future savings under development	Review service levels when contracts are up for renewal	0.0	-290.0	0.0	TBC	Core
Efficiency	TBC	TBC	Future savings under development	Review of historic pension costs	0.0	-286.1	0.0	TBC	Core
TOTAL EFFICIENCY					574.6	-4,243.5	-171.2		
Income	ASCH	Dan Watkins	Adult Social Care - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams	-3,900.0	-3,900.0	-3,100.0	Adults and Older People	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual increase in Better Care Fund	-2,307.1	-2,422.5	-2,543.6	Adults and Older People	Core

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Income	CYPE	Rory Love	Kent 16+ Travel Saver	Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-108.4	-86.0	-71.0	Transport	Core
Income	CYPE	Sue Chandler	Adult Social Care (aged 18-25) - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams for clients aged up to 25	-40.0	-45.0	-30.0	Adults and Older People	Core
Income	GET	Robert Thomas	Waste - new Extended Producer Responsibility (EPR) income	Income to offset part of the cost of disposal of packaging waste under Extended Producer Responsibility (EPR) legislation	-13,288.0	1,000.0	0.0	Waste	Core
Income	GET	Neil Baker	Highways - Income	Highways & Transportation - review of future activity levels with a view to increasing income targets to ensure compliance with fees and charges policy	-1,032.0	0.0	0.0	Highways	Core
Income	GET	Neil Baker	Kent Travel Saver	Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-479.7	-479.7	-479.7	Transport	Core
Income	GET	Clair Bell	Libraries, Registration and Archives	Increased Libraries, Registration and Archives income due to increased uptake of services	-400.0	0.0	0.0	Community Services	Core
Income	GET	Clair Bell	Coroners	Changes to the contribution from Medway Council under SLA relating to increasing/decreasing costs for provision of Coroner service in Medway	-109.0	-38.4	-8.4	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Neil Baker	Traffic Management Income	Surplus from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes under new Moving Traffic Enforcement powers, to offset operational costs and overheads - compliance with fees and charges policy	-100.0	-50.0	-50.0	Highways	Core
Income	GET	Clair Bell	Community Protection	Inflationary increase in income levels and pricing policy for Kent Scientific Services	-86.1	-30.8	-21.8	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Neil Baker	Highways - Income	Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-65.0	-65.0	-65.0	Highways	Core
Income	GET	Clair Bell	Libraries, Registration & Archives income	Annual inflationary uplift to Library, Registration and Archives income levels and fees and charges in relation to existing service income streams	-50.0	-50.0	-50.0	Community Services	Core
Income	GET	Clair Bell	Community Protection	Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-13.0	-11.0	-8.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Clair Bell	Trading Standards	Trading Standards inflationary fee increases	-2.0	-1.6	-1.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Neil Baker	Public Transport - realignment	Removal of grant funding used to support public transport related project & scheme costs	100.0	0.0	0.0	Transport	Core
Income	GET	Robert Thomas	Kent Country Parks - Fees and Charges	Increase to fees and charges for paid for products and services to offset contract inflation and pay award for KCP staff and to move towards full cost recovery as part of Fees and Charges policy	0.0	-14.6	-15.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Derek Murphy	Regeneration - East Kent Opportunities	Continuation of a one-off (2025-26) increase in the annual financial distribution to partners from East Kent Opportunities LLP. The remaining land parcels are currently anticipated to be disposed of by the end of 2025-26, at which point East Kent Opportunities LLP will be dissolved and the budget will need to be realigned in 2026-27.	0.0	350.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Income	CED	Peter Oakford	Finance - Pension Fund Recharge	Increase in the recharge to the Pension Fund to better represent the cost of hosting of the Fund within KCC, including overhead elements. Further work to establish full cost recovery will continue over the next few months and may result in a further increase in 2026-27.	-230.9	0.0	0.0	Management, Support services & Overheads	Core
Income	NAC	Peter Oakford	Project Prime 2 (Commercial Services Group contract review phase 2)	Increase in the dividend from Commercial Services Group following an increase in the commissioning budgets for ICT & HR services	-1,298.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Income	NAC	Peter Oakford	Income return from our companies	Removal of a one off increase in the income contribution from our limited companies in 2024-25, with estimated increases in the contribution in 2026-27 and 2027-28	3,300.0	-500.0	-200.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL INCOME					-20,109.3	-6,344.6	-6,643.8		
Financing	DCED	Peter Oakford	2025-26 Flexible Use of Capital Receipts	One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services. We are applying this flexibility to eligible Oracle Cloud costs in 2025-26. This flexible use of capital receipts is partially compensating for the share of the £19,835.2k policy savings required to replace the one-off solutions in the 2024-25 budget that are planned to be delivered in 2026-27. £11,705.8k of the £19,835.2k policy savings is planned for 2026-27, which will be temporarily met in 2025-26 from this £8,021k flexible use of capital receipts, £1,926.7k from our allocation of New Homes Bonus and £1,758.1k use of reserves, until the base budget savings are delivered in 2026-27.	-8,021.0	8,021.0	0.0	Management, Support services & Overheads	Core
Financing	NAC	Peter Oakford	Debt repayment	Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Peter Oakford	Modernisation of the Council/Workforce Reduction	Reduce the annual budget for Modernisation of the Council/ Workforce Reduction based on recent years' activity and fund any in-year excess costs from the reserve	-500.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Peter Oakford	Investment Income	Projected fluctuations in investment income largely due to predicted changes in base rate as forecast by our Treasury Management Advisor	2,834.0	232.3	-2,166.3	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Peter Oakford	2024-25 Flexible Use of Capital Receipts	Removal of one-off use of capital receipts in 2024-25 under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services	7,688.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL FINANCING					1,001.0	7,253.3	-2,166.3		
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Review of preventive services to prevent, reduce and delay care and support. Working with the NHS and wider partners to commission collaboratively to deliver efficiencies	-2,588.6	-862.9	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Adult Social Care Charging	The full year effect of the Adults Charging Policy changes made in line with Care Act Legislation and statutory guidance in September 2024.	-1,370.9	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Housing Related Support – Domestic Abuse	Reduce contract value when re-commissioned to the level of government Domestic Abuse (DA) Act grant funding allocation	-796.5	-91.3	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Explore alternative sources of funding for the Kent Support & Assistance Service	-567.2	0.0	0.0	Community Services	Core
Policy	ASCH	Dan Watkins	Adult Social Care - Housing Related Support	Cease our contribution to the Home Improvement agency	-294.0	-294.9	0.0	Adults and Older People	Core

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Policy	ASCH	Dan Watkins	Mental Health	Temporary contribution from Public Health for Mental Health Live Well Kent contract (£1m in 2024-25 reducing to £0.75m in 2025-26, £0.5m in 26-27 and zero in 2027-28)	250.0	250.0	500.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Strategic Review of In House Adult Social Care Services	Removal of undelivered prior year savings from review of in-house adult social care services	1,421.5	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Adult Social Care Contracts with Voluntary Sector	Removal of undelivered prior year saving from review of contracts and grants for discretionary services, to negotiate support from the NHS, and explore possible reductions to some services.	3,216.8	0.0	0.0	Adults and Older People	Core
Policy	CYPE	Sue Chandler	Review of Open Access - Youth Services & Children's Centres	Review of open access services in light of implementing the Family Hub model	-1,600.0	0.0	0.0	Children's Other Services	Core
Policy	CYPE	Rory Love	Services for Schools	Review of services for schools including contribution to TEP, facilities management costs, staff care services and any other services for schools	-1,322.8	-2,223.5	0.0	Schools Services	Core
Policy	CYPE	Sue Chandler	Looked After Children	Review contract with Health for fast tracking mental health assessments for Looked After Children	-1,117.0	0.0	0.0	Children's Social Care	Core
Policy	CYPE	Sue Chandler	Family Support Services - Disabled Children	Use of external grant to part fund respite offer	-550.0	0.0	0.0	Children's Social Care	Core
Policy	CYPE	Rory Love	SEN Home to School Transport	Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-541.0	-300.0	0.0	Transport	Core
Policy	CYPE	Rory Love	Kent 16+ Travel Saver	Review of Kent 16+ Travel Saver - above inflation increase to cover full cost of the pass	-385.0	204.8	0.0	Transport	Core
Policy	CYPE	Rory Love	The Education People (TEP)	Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-250.0	0.0	0.0	Children's Other Services	Core
Policy	CYPE	Sue Chandler	Family Support - Disabled Children	Review of Respite Offer	-200.0	-200.0	0.0	Children's Social Care	Core
Policy	CYPE	Sue Chandler	Adult Social Care Charging	Revision of Adults Charging Policy, in line with Care Act legislation and the statutory guidance for 18-25	-129.1	0.0	0.0	Adults and Older People	Core
Policy	CYPE	Sue Chandler	Children's Residential Care	Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	0.0	-640.0	-890.0	Children's Social Care	Core
Policy	GET	Robert Thomas	Country Parks	Increase income from Country Parks	-120.0	-130.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Derek Murphy	Regeneration & Economic Development - Produced in Kent	Reduction of KCC funding to support the operational costs of Produced in Kent, the county's food & drink sector business membership organisation and promotional agency.	-58.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Derek Murphy	Regeneration & Economic Development - Support for Business	Reduction in the budget for the Straits Committee whilst continuing to meet the committees commitments	-15.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Derek Murphy	Regeneration & Economic Development - Cyclopark	A reduction in the KCC contribution to the operational costs of the Cyclopark sports and community facility in Gravesend. The park is owned by KCC and operated on KCC's behalf by the Cyclopark charitable trust.	-12.5	-35.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Clair Bell	Community Wardens	Review of Community Warden Service to deliver a £1m saving which has resulted in an overall reduction in wardens This is the residual budget once pension liabilities expire	-10.0	0.0	-57.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Policy	GET	Clair Bell	Trading Standards staffing	Reversal of previous one-off delay to recruiting food qualified officer.	48.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Robert Thomas	Waste - Inter Authority Agreement payments	Savings from reduced incentivisation payments to districts due to the proposed introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will recompense the districts for their costs incurred in collection of packaging. These costs will be based on average payments with the districts being put into individual family grouping with average fees rather than actuals	180.0	-310.0	-1,122.0	Waste	Core
Policy	GET	Robert Thomas	Waste - Review Household Waste & Recycling Centres (HWRCs)	Review of the number and operation of HWRC sites - removal of prior year saving following decision to pause review.	500.0	0.0	0.0	Waste	Core
Policy	CED	Peter Oakford	Finance – Support for Council Tax Reduction Schemes (CTRS)	Terminate the current £1.5m annual support provided to collection authorities towards the administration of local CTRS. The current arrangements provide each district with a fixed sum of £70k plus share of £660k based on number of eligible low income pensioner and working age households. The payments are funded by all major precepting authorities pro rata to share of council tax. There is a separate share of £0.5m funded solely by KCC allocated according weighted number of working age eligible households as incentive to align local CTR schemes with other welfare conditions.	-1,746.7	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	CED	Peter Oakford	Finance - Other Council Tax Incentives	Terminate current arrangements to provide annual incentive to collection authorities to reduce/remove empty property council tax discounts and charge premiums on long-term empty properties	-1,450.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	CED	Roger Gough	Commercial and Procurement	Explore alternative sources of funding for the administration of the Kent Support & Assistance Service	-262.0	0.0	0.0	Community Services	Core
Policy	CED	Roger Gough	Civil Society	Reducing the subsidy to the Civil Society	-200.0	0.0	0.0	Community Services	Core
Policy	DCED	Peter Oakford	KCC Estate - Community Assets	Corporate Landlord review of Community Delivery including Assets	-1,095.0	-91.5	0.0	Costs of running our operational premises (CLL)	Core
Policy	DCED	Peter Oakford	KCC Estate - office assets	Corporate Landlord review of Office Assets. 2025-26 includes the re-phasing of £414.9k prior year savings into future years and -£192.8k saving.	222.1	-231.8	-1,340.0	Costs of running our operational premises (CLL)	Core
Policy	CHB	Peter Oakford	Corporately Held 2024-25 saving	Removal of corporately held saving from part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications, as these savings are reflected within the individual directorate proposals	2,300.0	0.0	0.0	Unallocated	Core
Policy	TBC	TBC	Future savings under development	Consider increasing charges to clients up to the recovery of full cost of the service	0.0	-3,859.3	-6,294.8	TBC	Core
Policy	TBC	TBC	Future savings under development	Policy objectives yet to be determined	0.0	-2,685.1	0.0	TBC	Core
Policy	TBC	TBC	Future savings under development	Review discretionary services which are accessible by only a small proportion of the Kent population	0.0	-2,014.7	-620.0	TBC	Core
Policy	TBC	TBC	Future savings under development	Review size & scope of services	0.0	-900.0	-2,288.0	TBC	Core
TOTAL POLICY					-8,542.9	-14,415.2	-12,111.8		
Efficiency	Public Health	Dan Watkins	Public Health - Substance Misuse	Reduction in demand for Buprenorphine	-40.0	0.0	0.0	Public Health	External
Efficiency	Public Health	Dan Watkins	Public Health - Children's Health Programme	Children's Health Programme savings on premises due to more efficient use of available premises	-25.0	0.0	0.0	Public Health	External
TOTAL EFFICIENCY					-65.0	0.0	0.0		

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Increases in Grants and Contributions	CYPE	Sue Chandler	Children & Families Grant	To reflect the new Children and Families grant announced as per part of the Local Government Financial Settlement from 2025-26 which replaces the following specific grants: - Supporting Families - Supported Accommodation Reforms - Staying Put - Virtual School Heads Extension for previously Looked After Children - Leaving Care Allowance uplift and - Personal Advisors up to age 25	-11,276.2	0.0	0.0	Children's Social Care	External
Increases in Grants and Contributions	CYPE	Rory Love	High Needs Education - Safety Valve Agreement	Contribution from the Department for Education towards the Safety Valve agreement to reduce the Dedicated Schools Grant deficit on high needs education	-5,160.0	0.0	-14,200.0	Schools & High Needs	External
Increases in Grants and Contributions	CYPE	Sue Chandler	Family Hubs	Estimated reduction in our share of the DfE/DHSC Family Hubs and Start for Life grant	3,332.0	0.0	0.0	Children's Other Services	External
Increases in Grants and Contributions	GET	Neil Baker	Subsidised Bus Services (BSIP routes)	Govt confirmed that BSIP will continue for 25/26 so this represents the grant to fund the 51 routes that operators ceased to provide/fund in 2022. KCC took the decision to only continue the routes whilst Govt grant or other income was available to fund it.	-1,867.0	-1,073.0	-147.0	Transport	External
Increases in Grants and Contributions	CHB	Roger Gough	Household Support Fund	The Government announcement on 2nd September 2024 extended the Government funded Household Support Fund for a further 6 months from 30 September 2024 to 31 March 2025. This was extended for a further year to 31 March 2026 in the Chancellor's Autumn Budget on 30th October 2024 but at a reduced amount. It is currently assumed that this grant will cease from 1 April 2026.	-8,437.0	19,502.4	0.0	Unallocated	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health	Estimated Increase in Public Health Grant in 2025-26	-1,048.9	0.0	0.0	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Temporary Rough Sleeper grant from Office for Health Improvement & Disparities	-579.1	0.0	579.1	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Increase in Temporary Individual Placement and Support in Community Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	-161.2	0.0	417.7	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Increase in Temporary Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	-43.2	0.0	3,572.2	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Reduction in Drug Strategy Housing Support Grant from Office for Health Improvement & Disparities	30.8	0.0	901.3	Public Health	External
TOTAL INCREASES IN GRANTS AND CONTRIBUTIONS					-25,209.8	18,429.4	-8,876.7		
CORE					-61,511.1	-31,338.7	-31,793.1		
EXTERNAL					-25,274.8	18,429.4	-8,876.7		
TOTAL					-86,785.9	-12,909.3	-40,669.8		

MEMORANDUM: CORE

Removal of undelivered/temporary savings & grant	32,840.3	10,715.1	800.0
New & FYE of existing Savings	-70,842.1	-34,359.2	-25,949.3
New & FYE of existing Income	-23,509.3	-7,694.6	-6,643.8
New & FYE of existing Grants	0.0	0.0	0.0
	-61,511.1	-31,338.7	-31,793.1
Prior Year savings rolling forward for delivery in 25-26 *	0.0	0.0	0.0

APPENDIX F: 2025-28 BUDGET - SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
<i>TOTAL Savings for delivery in 2025-26</i>					-94,351.4				
MEMORANDUM: EXTERNAL									
Removal of undelivered/temporary savings & grant					3,362.8	19,502.4	5,470.3		
New & FYE of existing Savings					-65.0	0.0	0.0		
New & FYE of existing Income					0.0	0.0	0.0		
New & FYE of existing Grants					-28,572.6	-1,073.0	-14,347.0		
					-25,274.8	18,429.4	-8,876.7		
Prior Year savings rolling forward for delivery in 25-26 *					0.0	0.0	0.0		
<i>TOTAL Savings for delivery in 2025-26</i>					-28,637.6				

* to be confirmed. These will be included in the County Council report and will be updated as part of the outturn report, and those updated figures will be used for the 2025-26 savings monitoring process

APPENDIX F: 2025-28 BUDGET - RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Contributions to reserves	GET	Neil Baker	Highways - renewals reserve	Re-introduction of the annual contribution to the renewals reserve which was put on hold a number of years ago to help bridge the budget gap but now insufficient funds to replace life-expired equipment and machinery to fulfil highways obligations	400.0	0.0	0.0	Highways	Core
Contributions to reserves	DCED	Peter Oakford	Facilities Management	Contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (due to be fully repaid by 2025-26)	90.9	0.0	0.0	Costs of running our operational premises (CLL)	Core
Contributions to reserves	NAC	Peter Oakford	Dedicated Schools Grant (DSG) Deficit - Safety Valve	KCC Contribution towards funding the DSG deficit as agreed with DfE as part of the Safety Valve agreement	14,600.0	11,100.0	10,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Corporate Unspent grant and external funds reserve	Contribution of the balance of the Extended Producer Responsibility income to reserves, after investment in waste behaviour change initiatives to increase recycling and reduce residual waste, pending further information from Government about whether there are any conditions attached to this income regarding what we must use it for.	11,988.0	9,638.0	9,638.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	General Reserves repayment	Repay the General Reserve over two years (2024-25 & 2025-26) for the drawdown required in 2022-23 to fund the overspend	11,050.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	General Reserves	Contribution to general reserves to rebuild financial resilience and provide for future risks, with a reserve balance of between 5% and 10% of net revenue budget considered acceptable	4,300.0	13,500.0	23,800.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Corporate Reserves contribution holiday	Reinstate corporate contributions to reserves following one year payment holiday in 2025-26 facilitated by funding 2025-26 Oracle Cloud expenditure from flexible use of capital receipts instead of reserves.	0.0	8,021.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	Repayment of the one-off use of budget stabilisation smoothing reserves in 2025-26 to compensate for the timing of delivering all of the £19.8m policy savings required to replace the use of one-off solutions in the 2024-25 budget.	0.0	1,758.1	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL CONTRIBUTIONS TO RESERVES					42,428.9	44,017.1	43,538.0		
Removal of prior year Contributions	DCED	Peter Oakford	Facilities Management	Removal of prior year contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (due to be fully repaid by 2025-26)	-160.0	-90.9	0.0	Costs of running our operational premises (CLL)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves	Review of base budget contributions to reserves	-43.3	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Local Taxation Equalisation - Business Rates Collection Fund	Removal of prior year contribution to the Local Taxation Equalisation smoothing reserve of the Business Rates Collection Fund surplus	-2,682.8	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 BUDGET - RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Removal of prior year Contributions	NAC	Peter Oakford	Budget Stabilisation smoothing reserve	Removal of prior year contribution to the budget stabilisation smoothing reserve	-3,199.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves	Removal of one-off repayment of reserves in 2024-25	-4,289.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	General Reserves	Removal of prior year one-off contribution to general reserve	-5,100.0	-4,300.0	-13,500.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves contribution holiday	One year holiday from corporate contributions to reserves to reflect reduced reserve requirements given the proposal that Oracle Cloud expenditure will be met from flexible use of capital receipts rather than reserves in 2025-26	-8,021.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2022-23 to fund the overspend	-11,050.0	-11,050.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Unspent grant and external funds reserve	Removal of prior year contribution to reserves of the balance of the Extended Producer Responsibility income, after investment in waste behaviour change initiatives to increase recycling and reduce residual waste.	0.0	-11,988.0	-9,638.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Removal of prior year contribution to the DSG deficit in accordance with the Safety Valve Agreement with DfE	0.0	-14,600.0	-11,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	Removal of repayment of temporary loan from Budget Stabilisation smoothing reserve needed to compensate for the timing of delivering all of the policy savings required to offset one-off solutions in the 2024-25 budget	0.0	0.0	-1,758.1	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-34,545.8	-42,028.9	-35,996.1		
Drawdowns from reserves	GET	Neil Baker	ICT Reserve	Drawdown of ICT reserve to fund the upgrade of the streetlighting Control Management System from 3G connectivity (subject to approval of a business case via Strategic Technology Board)	-160.0	0.0	0.0	Highways	Core
Drawdowns from reserves	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	One off use of budget stabilisation smoothing reserves in 2025-26 to compensate for the timing of the delivery of all of the £19,835.2k policy savings required in 2025-26 to replace the use of one-off solutions in the 2024-25 budget. £9,020.7k of the identified savings are planned for delivery in 2026-27 and £2,685.1k are to be identified by the new Council Administration following the May 2025 local elections, requiring £11,705.8k of temporary funding in 2025-26 until the base budget savings are delivered in 2026-27. £8,021k is being met from one-off flexible use of capital receipts, £1,926.7k from our allocation of New Homes Bonus leaving £1,758.1k to be met from reserves.	-1,758.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 BUDGET - RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Drawdowns from reserves	NAC	Peter Oakford	Local Taxation Equalisation - Council Tax Collection Fund	Drawdown of the Local Taxation Equalisation smoothing reserve of Council Tax Collection Fund shortfall compared to the budget assumption of a £7m surplus	-3,790.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Drawdowns from reserves	NAC	Peter Oakford	Drawdown Corporate Reserves	One-off use of corporate smoothing reserves in 2025-26 predominately to offset the lower taxbase increase than assumed in the initial draft budget published in October 2024	-4,970.5	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL DRAWDOWNS FROM RESERVES					-10,678.7	0.0	0.0		
Removal of prior year Drawdowns	ASCH	Dan Watkins	Removal of drawdown from corporate reserves	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service - ASCH Directorate	567.2	0.0	0.0	Community Services	Core
Removal of prior year Drawdowns	GET	Neil Baker	ICT Reserve	Removal of the drawdown in 2024-25 and 2025-26 from the ICT reserve to fund the one-off cost of the streetlighting Control Management System upgrade from 3G connectivity	475.0	160.0	0.0	Highways	Core
Removal of prior year Drawdowns	CED	Roger Gough	Removal of drawdown from corporate reserves	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service - CED Directorate	262.0	0.0	0.0	Community Services	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown Corporate Reserves	Removal of one-off use of corporate smoothing reserves in 2024-25	9,088.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year drawdown from the Local Taxation Equalisation smoothing reserve of the shortfall in the Council Tax Collection Fund surplus compared to the budgeted assumption	4,484.5	3,790.1	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown Corporate Reserves	Removal of one-off use of corporate smoothing reserves in 2025-26 predominately to offset the lower taxbase increase than assumed in the initial draft budget published in October 2024	0.0	4,970.5	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	Removal of prior year drawdown from Budget Stabilisation smoothing reserve for timing of policy savings	0.0	1,758.1	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					14,877.4	10,678.7	0.0		
Contributions to reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) Deficit - Safety Valve (DfE)	DfE Contribution towards funding the DSG deficit as set out in the Safety Valve agreement	14,200.0	14,200.0	28,400.0	Schools & High Needs	External
Contributions to reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve	Contribution of anticipated in year DSG surplus to the schools unallocated reserve	0.0	0.0	5,900.0	Schools & High Needs	External
TOTAL CONTRIBUTIONS TO RESERVES					14,200.0	14,200.0	34,300.0		
Removal of prior year Contributions	CYPE	Rory Love	Dedicated Schools Grant (DSG) Deficit - Safety Valve (DfE)	Removal of prior year DfE Contribution towards funding the DSG deficit as set out in the Safety Valve agreement	-9,040.0	-14,200.0	-14,200.0	Schools & High Needs	External

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Removal of prior year Contributions	Public Health	Dan Watkins	Public Health	Removal of one-off contribution to reserves in 2024-25 as a result of one-off in-year contract negotiations	-1,600.0	0.0	0.0	Public Health	External
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-10,640.0	-14,200.0	-14,200.0		
Drawdowns from reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (KCC)	Drawdown of Safety Valve Earmarked reserve (KCC contributions) to offset anticipated in year DSG deficit	-9,700.0	0.0	0.0	Schools & High Needs	External
Drawdowns from reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (DfE)	Drawdown of Safety Valve Earmarked reserve (DfE contributions) to offset anticipated in year DSG deficit	-14,200.0	-8,300.0	0.0	Schools & High Needs	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Drawdown from reserves to fund Postural Stability Transition Costs for new delivery model	-56.5	-25.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health	Drawdown from Reserves for temporary spending for Marmot Initiative	-90.0	-45.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Health Visiting	Drawdown of Reserves to fund one-off expenditure for infant feeding service	-100.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Drawdown of Reserves to fund temporary expenditure to cover staffing costs	-291.6	-291.6	-291.6	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Children's Health Programme	Drawdown from Reserves for One-off expenditure on Children's Health programme	-410.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Mental Health	Temporary funding for Live Well Kent Mental Health contract	-750.0	-500.0	0.0	Public Health	External
TOTAL DRAWDOWNS FROM RESERVES					-25,598.1	-9,161.6	-291.6		
Removal of prior year Drawdowns	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (DfE)	Removal of prior year drawdown of Safety Valve reserve (DfE contributions)	0.0	14,200.0	8,300.0	Schools & High Needs	External
Removal of prior year Drawdowns	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (KCC)	Removal of prior year drawdown of Safety Valve reserve (KCC contributions)	0.0	9,700.0	0.0	Schools & High Needs	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Mental Health	Removal of temporary contribution from Public Health reserve for Live Well Kent Mental Health contract	1,000.0	750.0	500.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Replace 2024-25 drawdown of Public Health Reserves	271.9	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Children's Health Programme	Removal of use of reserve for one-off expenditure on Children's Health Programme in prior year	0.0	410.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Removal of prior year drawdown of reserves for temporary staffing costs	0.0	291.6	291.6	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Health Visiting	Removal of one-off use of reserves in prior year for Infant Feeding Service	0.0	100.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health	Removal of use of reserves for temporary expenditure in prior year for Marmot Initiative	0.0	90.0	45.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Removal of prior year use of reserves to fund Postural Stability Transition Costs for new delivery model	0.0	56.5	25.0	Public Health	External
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					1,271.9	25,598.1	9,161.6		
CORE					12,081.8	12,666.9	7,541.9		
EXTERNAL					-20,766.2	16,436.5	28,970.0		
TOTAL					-8,684.4	29,103.4	36,511.9		

APPENDIX F: 2025-28 BUDGET - RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
MEMORANDUM: CORE NET IMPACT ON RESERVE BALANCES									
					42,428.9	44,017.1	43,538.0		
					-10,678.7	0.0	0.0		
					31,750.2	44,017.1	43,538.0		
MEMORANDUM: EXTERNAL NET IMPACT ON RESERVE BALANCES									
					14,200.0	14,200.0	34,300.0		
					-25,598.1	-9,161.6	-291.6		
					-11,398.1	5,038.4	34,008.4		

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Reserves Policy

1. Background and Context

- 1.1 Sections 32 and 43 of the Local Government Finance Act 1992 require councils to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. The accounting treatment for reserves is set out in the Code of Practice on Local Authority Accounting.
- 1.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) issued Local Authority Accounting Panel (LAAP) Bulletin No.99, Guidance Note on Local Authority Reserves and Balances in July 2014, which updated previous Bulletins to reflect the new requirements of the International Financial Reporting Standards (IFRS) Code of Practice. In addition, during the period of financial austerity for the public sector, the LAAP considered it necessary to update the guidance on local authority reserves and balances. Compliance with the guidance is recommended in CIPFA's Statement on the Role of the Chief Financial Officer in Local Government. In response to the above requirements, this policy sets out the Council's approach for compliance with the statutory regime and relevant non-statutory guidance for the Council's cash backed usable reserves.
- 1.3 All reserves are categorised as per the LAAP guidance, into the following groups:
- **Smoothing** – These are reserves which are used to manage large fluctuations in spend or income across years e.g., Private Finance Initiative (PFI) equalisation reserves. These reserves recognise the differences over time between the unitary charge and PFI credits received.
 - **Trading** – this reserve relates to the non-company trading entities of Laser and Commercial Services to cover potential trading losses and investment in business development.
 - **Renewals for Vehicles Plant & Equipment** – these reserves should be supported by an asset management plan, showing projected replacement profile and cost. These reserves help to reduce fluctuations in spend.
 - **Major projects** – set aside for future spending on projects.
 - **Insurance** - To fund the potential cost of insurance claims in excess of the amount provided for in the Insurance Fund provision, (potential or contingent liabilities)
 - **Unspent grant/external funding** – these are for unspent grants which the Council is not required to repay, but which have restrictions on what they may be used for e.g., the Public Health grant must be used on public health services. This category also consists of time limited projects funded from ringfenced external sources.
 - **Special Funds** – these are mainly held for economic development, tourism and regeneration initiatives.
 - **Partnerships** – these are reserves resulting from Council partnerships and are usually ringfenced for the benefit of the partnership or are held for investing in shared priorities.
 - **Departmental underspends** – these reserves relate to re-phasing of projects/initiatives and bids for use of year end underspending which are requested to roll forward into the following year.
- 1.4 Within the Statement of Accounts, reserves are summarised by the headings above. By categorising the reserves into the headings above, this is limited to the nine groups, plus Public

Health, Schools and General. Operationally, each will be divided into the relevant sub reserves to ensure that ownership and effective management is maintained.

- 1.5 Reserves are an important part of the Council's financial strategy and are held to create long term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of ensuring the Council's financial standing and resilience. The risk of unforeseeable events and uncertainties (such as the Council's key sources of funding) remains high and as part of response the Council may need to consider using general reserves as short term measure while making the necessary sustainable adjustments to spending over the medium term including replenishing the reserves used as short-term expedience.
- 1.6 Earmarked reserves are reviewed regularly as part of the monitoring process and annually as part of the budget process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part or require topping up based on known/expected calls upon them. Particular attention is paid in the annual review to those reserves whose balances have not moved over a three-year period.

2. Overview

- 2.1 The Council's overall approach to reserves will be defined by the system of internal control.
- 2.2 The system of internal control is set out, and its effectiveness reviewed, in the Annual Governance Statement (AGS). Key elements of the internal control environment are objective setting and monitoring, policy and decision-making, compliance with statute and procedure rules, risk management, achieving value for money, financial management and performance management. The AGS includes an overview of the general financial climate which the Council is operating within and significant funding risks.
- 2.3 The Council will maintain:
 - a general reserve; and
 - a number of earmarked reserves.
- 2.4 The level of the general reserve is a matter for the Council to determine having had regard to the advice of the S151 Officer. The level of the reserve will be a matter of judgement which will take account of the specific risks identified through the various corporate processes. It will also take account of the extent to which specific risks are supported through earmarked reserves. The level will be expressed as a cash sum over the period of the general fund medium-term financial strategy. The level will also be expressed as a percentage of the general funding requirement (to provide an indication of financial context). The Council's has traditionally aimed to hold general reserves of 5% of the net revenue budget. With the heightened financial risk the Council is facing in the medium term from continued spending growth and possible impact of funding reform changes, we have reviewed the level of reserves as a percentage of net revenue budget and we are now aiming to hold general reserves of between 5% and 10% of the net revenue budget, based on the following assessed levels.
 - Below 3% considered dangerous
 - 3% to 5% considered too risky

- 5% to 10% range considered minimal to acceptable
- Over 10% considered comfortable

3. Strategic context

- 3.1. The Council continues to face a shortfall in funding compared to spending demands and must annually review its priorities in order to address the shortfall.
- 3.2 The Council also relies on interest earned through investments of our cash balances to support its general spending plans.
- 3.3 Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan and one of the Council's financial principles is to stop the use of one-off funding to support the base budget. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long-term future planning.

4. Management and governance

- 4.1 Each reserve must be supported by a protocol. All protocols should have an end date and at that point any balance should be transferred to the general reserve. If there is a genuine reason for slippage then the protocol will need to be updated.

A questionnaire is completed by the relevant budget holder and reviewed by Finance to ensure all reserves comply with legislative and accounting requirements. A de-minimis limit has been set to avoid small funds being set up which could be managed within existing budgets or declared as an overspend and then managed collectively. This has been set at £250k.

- 4.2 Reserves protocols and questionnaires must be sent to the Chief Accountant's Team within Finance for review and will be approved by the Corporate Director of Finance, Corporate Management Team and then by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services. Protocols should clearly identify contributions to and drawdowns from reserves, and these will be built into the Medium Term Financial Plan (MTFP) and monitored on a quarterly basis.

Accessing reserves will only be for significant unusual spend, more minor fluctuations will be managed or declared as budget variances. In-year drawdowns from reserves will be subject to the governance process set out in the revised financial regulations. Ongoing recurring costs should not be funded from reserves. Any request contrary to this will only be considered during the budget setting process. The short term use of reserves may be agreed to provide time to plan for a sustainable funding solution in the following financial year.

Decisions on the use of reserves may be delayed until financial year end and will be dependent on the overall financial position of the council rather than the position of just one budget area.

The current Financial Regulations state:

Maintenance of reserves & provisions

A.24 The Corporate Director of Finance is responsible for:

- i. proposing the Council's Reserves Policy.
- ii. advising the Leader and the Council on prudent levels of reserves for the Authority when the annual budget is being considered having regard to assessment of the financial risks facing the Authority.
- iii. ensuring that reserves are not only adequate but also necessary.
- iv. ensuring that there are clear protocols for the establishment and use of each earmarked reserve. Reserves should not be held without a clear purpose or without a planned profile of spend and contributions, procedures for the reserves managements and control, and a process and timescale for review of the reserve to ensure continuing relevance and adequacy.
- v. ensuring that all renewals reserves are supported by a plan of budgeted contributions, based on an asset renewal plan that links to the fixed asset register.
- vi. ensuring that no money is transferred into reserves each financial year without prior agreement with him/herself.
- vii. ensuring compliance with the reserves policy and governance procedures relating to requests from the strategic priority and general corporate reserves.

4.3 All reserves are reviewed as part of the monitoring process, the budget preparation, financial management and closing of accounts processes. Cabinet is presented with the monitoring of reserves on a regular basis and in the outturn report. The County Council budget meeting will receive a separate S25 assurance report from the S151 Officer including recommendation on the adequacy of reserves, and the appendices to the main budget report will include an assessment of financial resilience including the extent to which reserves have been drawn down. The Governance and Audit Committee will consider actual reserves when approving the statement of accounts each year.

4.4 The following rules apply:

- Any in year use of the General Reserve will need to be approved by Cabinet and any planned use will be part of the budget setting process.
- In considering the use of reserves, there will be no or minimal impairment to the Council's financial resilience unless there is no alternative.

4.5 The Council will review the Reserves Policy on an annual basis.

Assessment of Financial Resilience

Financial resilience describes the ability of the authority to remain viable, stable and effective in the medium to long term in the face of pressures from growing demand, tightening funding and an increasingly complex and unpredictable financial environment.

The following table sets out the key 'symptoms' of financial stress identified by CIPFA and assesses the current position of the County Council against each indicator. Overall, the prognosis is that there has been a recent deterioration in resilience which needs to be reversed in particular on the delivery of savings and managing spending within approved budgets.

Symptom	KCC Assessment
Running down reserves/a rapid decline in reserves	<p><u>Evidence</u></p> <p>The council maintained a relatively stable level of usable revenue reserves between April 2016 to March 2018 of approx. £0.2bn (excluding schools and capital reserves) with small net movements between years. This comprised general reserve of around £0.037bn (3% of net revenue) and earmarked reserves of between £0.159bn to £0.166bn</p>
Score 6/10	
Scope for Improvement - Moderate	<p>Over the period April 2018 to March 2020 usable revenue reserves increased to £0.224bn at end of 2018-19 and £0.271bn end of 2019-20, although £0.037bn of the earmarked reserves in 2019-20 was the unspent balance of first tranche of Covid-19 emergency grant (general reserves remained around £0.037bn and all the increases were in earmarked reserves).</p> <p>There was a more rapid increase in usable revenue reserves in 2020-21 (largely due to underspends during lockdown and timing differences between the receipt of Covid-19 grants and spending, and impact of business rates reliefs/compensation for local taxation losses coming through from collection authorities) Usable revenue reserves at the end of 2020-21 were £0.398bn (of which general remained £0.037bn, earmarked reserves increased to £0.272bn, and Covid-19 reserves were £0.088bn).</p> <p>There was a further increase in total usable revenue reserves at end of 2021-22 up to £0.408bn. Most of the increase was in general reserve which was increased to £0.056bn (5% of net revenue) in line with agreed strategy to strengthen reserves due to heightened risks, with smaller increase in earmarked to £0.277bn, and small reduction in Covid-19 reserves to £0.075bn.</p> <p>This pattern of stable then increasing reserves over the period 2016-22 was despite between £0.009bn and £0.022bn drawn down each year to smooth delivery of revenue budget savings (£0.074bn over 6 years).</p> <p>In 2022-23 there was an overall reduction in usable revenue reserves to £0.391bn (£0.037bn general, £0.271bn earmarked, £0.047bn Covid-19 and £0.036bn in new partnership reserve from the excess safety valve contributions). The reductions included £0.047bn draw down from general reserves and earmarked reserves to balance 2022-23 outturn.</p> <p>In 2023-24 there was a further reduction in total usable reserves to</p>

	<p>£0.358bn (£0.043bn general, £0.268bn earmarked, £0.0.10bn Covid-19 and £0.036bn Safety Valve partnership reserve). The small increase in the general reserve reflected the overall increase in 2023-24 budget to maintain the reserve as % of net revenue but did not include any movement to restore the reserve to 5% of net revenue following the draw down in 2022-23. 2023-24 included a review of reserves to ensure balances in individual categories remained appropriate. This included transfer of £0.048bn from other earmarked reserves into the smoothing category which was partially drawn on by £0.012bn to balance the 2023-24 outturn.</p> <p>Quarter 1 monitoring for 2024-25 shows further forecast overspends which if not reduced or mitigated would require a third year of draw down. This would further reduce resilience from reserves.</p> <p><u>Conclusions</u> Two successive years of drawdowns from reserves to balance overspends represents a reduction in financial resilience (with only a partial restoration of reserves included in future medium term financial plans).</p> <p>The Council's reserves have been deemed as adequate in the short-term by S151 officer pending those restoration plans being delivered in future budgets. In particular, the general reserve needs to be restored to 5% of net revenue within the 2025-28 MTFP.</p> <p>A small amount of smoothing within the annual revenue budget to reflect timing differences between spending and savings plans is considered acceptable provided these are replaced and replenished in future years through a balanced medium term financial plan.</p>
<p>A failure to plan and deliver savings in service provision to ensure the council lives within its resources</p> <p>Score 4/10</p> <p>Scope for Improvement - High</p>	<p><u>Evidence</u> The council has planned (and largely delivered) £0.883bn of savings and income since 2011-12 (up to 2023-24). The council has delivered a balanced outturn with a small surplus each year since 2000-01 up to 2021-22 (22 years) including throughout the years when government funding was reducing and spending demands were still increasing. This demonstrated that in the past savings were sustainable.</p> <p>The approved budget for 2022-23 included £33.9m of savings and income (3% of net budget) in order to balance spending growth (£93.0m) with increase in funding from core grants and local taxation (£59.1m). Separate savings monitoring was re-introduced in 2022-23 following suspension of previous monitoring arrangements during Covid-19.</p> <p>The 2022-23 outturn was the first year in 23 years that the authority ended the year with a significant overspend (£44.4m before rollover). This overspend was partly due to under delivery of savings but more materially was due to un-forecast increases in costs compared to when the budget was set particularly in adult social care, children in care and home to school transport. These unbudgeted costs increases have been a more material factor than under delivery of savings (although if they had been forecast would have increased the savings requirement which itself may not have been deliverable).</p>

The approved budget for 2023-24 included £54.8m of savings and income (4.6% of net budget) to balance spending growth (£178.9m) and increase in funding (£124.1m). The higher spending growth included the full year effect of forecast overspend in 2022-23 and the impact of the rapid increase in inflation during 2022-23.

The 2023-24 outturn showed an overspend of £9.6m before rollover. This was significantly lower than had been forecast earlier in the year following agreement of revised strategic ambitions in Securing Kent's Future – Budget Recovery Strategy. These ambitions included reducing the 2023-24 overspend, focuses on ambitions for new models of care (addressing the unsustainable increases in sending in adults, children's and home to school transport), scope of the council's strategic ambitions and transforming the operating model of the council through Chief Executive model. Stringent spending controls were introduced in 2023-24 with the objective of reducing the overspend. As in 2023-24 the overspend arose from a combination of unbudgeted costs and under delivery/rephasing of savings.

The approved budget for 2024-25 includes £89.2m of savings and income (6.8% of net budget) to balance spending growth (£203.1m) and increased funding (£113.9m). The increased spending growth included revised approach to demand and cost drivers as well price uplifts (linked to inflation) and full year effect of 2023-24. Initial monitoring for 2024-25 shows further forecast underspends again from combination of unbudgeted spend and savings delivery. Under delivery of savings is now largest contributor to forecast overspends.

Savings planning and monitoring has been enhanced with greater emphasis on more detailed monitoring of progress on the most significant savings. Enhanced monitoring will not in itself ensure improved delivery performance, especially in the short-term.

Conclusions

The significant increase in the savings requirement over the last 3 years is cause for serious concern and is unsustainable. This savings requirement is driven by ever increasing gap between forecast spending growth and increase in available resources from core government grants and local taxation. This gap needs to be resolved either from reducing spending expectations and / or increased funding if resilience is to be improved.

The increased under delivery of savings indicates a lack of capacity within the organisation and that savings are put forward with over optimistic timescales (or inadequate resources to ensure delivery) and in some instances were not sustainable. This combination is weakening financial resilience.

As identified in Securing Kent's Future – Budget Recovery Strategy addressing these unsustainable growth increases that are leading to structural deficit are key to restoring financial resilience.

<p>Shortening medium term financial planning horizons perhaps from three or four years to two or even one</p> <p>Score 7/10</p> <p>Scope for Improvement - Moderate</p>	<p><u>Evidence</u></p> <p>The council has traditionally produced a three-year medium term financial plan (MTFP). This plan sets out forecast resources from central government and local taxation with spending forecasts balanced by savings, income generation and use of smoothing reserves.</p> <p>Generally funding forecasts have been robust (other than in 2016-17 when changes in the distribution of core grants were made with no prior consultation or notification) and tax yields have remained buoyant (other than a dip in 2021-22 due to delays in housebuilding, earnings losses leading to higher council tax reduction discounts and collection losses during Covid-19 lockdowns).</p> <p>Spending forecasts for later years of the plan have tended to be underestimated (albeit compensated through the inclusion of “emerging issues” contingency based on experience and risk assessment).</p> <p>Up until 2017 the three-year MTFP was a separate publication from the annual budget (albeit produced alongside the annual budget). Since 2018 the plan has been produced as a single slimmed down document within a single publication with the annual budget.</p> <p>A one-year plan was published in 2020-21 recognising the one-year settlement and the absence of spending plans following the December 2019 general election. The further one-year settlement for 2021-22 also impacted on the ability to produce a full three-year plan although a number of medium-term scenarios were set out based on the trajectory of the pandemic (similar to the trajectories used by Office for Budget Responsibility).</p> <p>High-level three-year plans were produced in 2022-23, 2023-24 and 2024-25 although experience has proved that these have been less robust and susceptible to the un-forecast spending trends experienced in these years. Funding forecasts have continued to be speculative in the absence of multi-year settlements. Council tax base estimates have proved to be extremely reliable although business rates have been more volatile.</p> <p><u>Conclusions</u></p> <p>Medium term plans are still considered to be reasonable even if for forecasts for the later years are less reliable, as a broad indicator of direction of travel rather than a detailed plan. Plans should be less speculative if multi-year settlements are re-introduced.</p> <p>Draft budget proposals need to be made available for scrutiny and savings planning earlier (even if these have to be based on less up to date forecasts). The preplanning of savings needs to recognise lead-in times of 6 to 9 months from initial concept to final approval.</p> <p>Medium term plans will need to consider alternative potential scenarios for future plans reflecting the volatile and uncertain circumstances.</p>
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<p>A lack of firm objectives for savings – greater “still to be found” gaps in savings plans</p> <p>Score 5/10</p> <p>Scope for Improvement – Good</p>	<p>It has been common that in later years of the plan there have been balancing “savings still to be found” and those savings that were identified have often lacked detailed plans, especially in later years and plans were held and maintained locally within directorates and services.</p> <p>Even where plans are detailed there have been evidence that some savings have subsequently not been implemented following further scrutiny. Greater emphasis needs to be placed on identifying consequences, risks, sensitivities, opportunities and actions in the early planning stages before plans are presented for scrutiny.</p> <p><u>Conclusions</u> Changes have been introduced to maintain a comprehensive central database of all savings plans over the three years which contain information about impacts, risks, dependencies, sensitivities as well as forecast financials, timescales and staffing. This database is backed up with detailed delivery plans.</p>
<p>A growing tendency for directorates to have unplanned overspends and/or carry forward undelivered savings into the following year</p> <p>Score 4/10</p> <p>Scope for Improvement - High</p>	<p><u>Evidence</u></p> <p>The Covid-19 pandemic had a significant impact on budgets in 2020-21 with savings undeliverable in the immediate aftermath albeit offset by significant underspends due to impact of lockdowns.</p> <p>2021-22 budget was delivered although there were early signs of underlying unbudgeted growth trends which were largely disguised by ongoing Covid-19 impacts and availability of additional Covid 19 grants.</p> <p>Significant and material overspends were reported in 2022-23. These had been partly anticipated and mitigated through the creation of a budget risk reserve and strengthening of general reserves in 2021-22, and the transfer of insecure funding into reserves in 2022-23 budget. The enhanced risks following the Russian invasion of Ukraine after 2022-23 budget had been set were reported to Cabinet on 31st March together with further strengthening of reserves from final local government finance settlement and final notification of retained share of business rates.</p> <p>The full consequences of global and national circumstances in 2022-23 could never have been fully foreseen when the budget was set, and it was acknowledged that reserves were only adequate and not as generous as other comparable councils. Initially work in 2022-23 focussed on verifying the forecasts rather than immediate remedial action on the basis that these were expected to be short-term temporary consequences.</p> <p>The 2023-24 budget included unprecedented levels of growth including the full year impact of 2022-23 overspends, historically high levels of inflation and other cost driver growth as best could be forecast at the time. This still proved insufficient and further unplanned overspends were reported in 2023-24 due to a combination of unbudgeted growth and under delivery of savings.</p> <p>“Securing Kent’s Future – Budget Recovery Strategy” was agreed in October 2023. This strategy includes immediate actions with the objective of bringing spending into balance in 2023-24 through spending reductions across the whole council for the remainder of the year and actions</p>

expected to have impacts in 2024-25 and over the medium term to reduce the structural deficits in the areas of overspend. The plan recognises it may take time to reduce spending in key areas in adults and children's and thus further savings from contracts coming up for renewal and other areas of activity outside adults and children's in the interim.

SKF and the imposition of spending controls on uncommitted spending resulted in a reduction in the overspend by year end 2023-24 although within this there were still significant overspends in Adult Social Care and Children and Young People due to combination of unbudgeted growth and under delivery of savings.

Early forecasts for 2024-25 identify overspends in Adult Social Care and Growth Environment and Transport Directorates. Again these arise from a combination of unbudgeted growth and increasingly under delivery or rephasing of savings. Some savings included in the budget have subsequently been challenged and not agreed following publication of detailed options (including withdrawing consultation. Budget plans did not include alternative mitigations or any contingency to allow for variations from the original plan.

Conclusions

Failure to deliver to budgets is becoming a significant concern. Failure to deliver budget has multiple impacts in that it either requires "right-sizing" in future budgets (increasing spending growth), roll forward of savings (increasing the in-year savings requirement in future years to an extent that there may be inadequate capacity) and is a drain on reserves.

Table: Usable Revenue Reserves Balances

	ACTUALS								
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
General	-36,404	-36,671	-36,903	-37,054	-37,183	-37,075	-56,188	-36,918	-43,030
Earmarked*	-163,914	-159,357	-155,319	-180,424	-190,656	-261,165	-259,933	-254,219	-251,339
Covid	0	0	0	0	-37,307	-88,209	-75,122	-47,100	-10,000
Public Health	-1,988	-3,825	-3,634	-6,036	-5,877	-11,126	-16,817	-16,899	-16,984
Safety Valve	0	0	0	0	0	0	0	-36,263	-36,263
Totals	-202,306	-199,852	-195,856	-223,514	-271,023	-397,575	-408,060	-391,398	-357,616

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
Significant Risks (over £10m)							
CYPE Page 195	High Needs Spending	The Dedicated Schools Grant (DSG) High Needs Block does not meet the cost of demand for placements in schools, academies, colleges and independent providers.	The Safety Valve programme does not deliver the reduction to the in-year deficit on spending to support children with high needs as planned leading to a higher deficit. Whilst initial progress in 2022-23 and 2023-24 was positive the council was ahead of target, 2024-25 has been a more challenging year where the council is forecasting to be £10m off-target due to a combined effect of higher prices and significantly higher demand in financial support in mainstream schools. If compensating savings cannot be delivered and/or these pressures cannot be retained in future years, there is a risk the Council will become increasingly off target by the end of the agreement in 2027-28. In addition, the SEN deficit is currently not part of the Council's main accounts, the statutory override allowing the deficit to be held off balance sheet is currently due to end in March 2026, therefore there is a risk that if this is not extended or additional funding from central government is not received to clear the outstanding balance, this will have to be reflected in the Council's accounts in 2026-27.	The Department for Education withholds its contribution towards the accumulated deficit and/or the increased overspend leaves a residue deficit. The government requires the total deficit on the school's budget to be carried forward and does not allow authorities to offset from general funds anything above the amounts included in the Safety Valve agreement without express approval from Secretary of State. This approach does not resolve how the deficit will be eliminated and therefore still poses a significant risk to the council. If the statutory override is removed, and no additional funding is made available to pay off the residual deficit, the accumulated deficit will form part of the Council's accounts and the Council may not be able to set a balanced budget.	4		165.0
	ALL	Non delivery of Savings and income and inability to replace one-off measures	Changes in circumstances, resulting in delays in the delivery of agreed savings or income and inability to replace one-off measures with sustainable permanent alternatives	Inability to progress with plans to generate savings or additional income as planned, due to changing circumstances	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	119.2

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ASCH / CYPE	Market Sustainability	The long term impact of Covid-19 is still impacting on the social care market, as is several years of unfunded above inflation increases in the national living wage. There continue to be concerns about the sustainability of the sector as a result. At the moment all areas of the social care sector are under pressure in particular around workforce capacity including both recruitment and retention of staff especially for providers of services in the community, meaning that sourcing appropriate packages for all those who need it is becoming difficult. This is likely to worsen over the next few months with the pressures of winter, and increased activity in hospitals. Throughout this year we have continued to see increases in the costs of care packages and placements far greater than what would be expected and budgeted for, due to a combination of pressures in the market but also due to the increased needs and complexities of people requiring social care support.	If staffing levels remain low, vacancies unfilled and retention poor, then repeated pressure to increase pay of care staff employed in the voluntary/private sector in order to be able to compete in recruitment market. At the moment vacancy level said to be 1 in 10. The increases to the National Minimum and National Living Wage will create more challenges for the market to recruit and retain when other sectors may be paying more, so it may be that they will need to increase their wages accordingly. The changes to Employer National Insurance contributions affect all employers, but the reduction in the threshold to £5,000 pa hits this sector hardest because of the number of part-time and low paid employees.	Care provider closures are not an infrequent occurrence and whilst some providers that close are either too small or poor quality, others are making informed business decisions to exit the market. The more providers that exit in this unplanned manner further depletes choice and capacity to meet need, which can create pressures in the system regarding throughput and discharge from hospital thus potentially increasing price.	4	20.0	
ALL	2024-25 potential overspend impact on reserves	Under delivery of recovery plan to bring 2024-25 revenue budget into a balanced position by 31-3-25.	Overspend against the revenue budget in 2024-25 required to be met from reserves leading to a reduction in our financial resilience	Insufficient reserves available to manage risks in 2024-25 and future years	3	23.3	
ALL	Revenue Inflation	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Inflation rises above the current forecasts leading to price increases on commissioned goods and services rising above the current MTFP assumptions and we are unsuccessful at suppressing these increases. Each 1% is estimated to cost £14m.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	14.0	
ALL	Distribution of Grant Settlements	The government's reforms to funding allocations, starting with targeted approach to additional funding in 2025-26 ahead of broader redistribution of funding through multi-year settlement from 2026-27 and the consolidation of existing funding streams	Allocations to fund services and activities in Kent are reduced	The council is unable to make consequential adjustments to spending on the same timescale as funding changes resulting in further calls on reserves	4	22.0	

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Demand & Cost Drivers	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Non inflationary cost increases (cost drivers) continue on recent upward trends particularly but not exclusively in adult social care, children in care and home to school transport above the current MTFP assumptions and the Council is not able to suppress these	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	12.0	
CYPE	Market Sustainability	Availability of suitable placements for looked after children.	Continued use of more expensive and unregulated placements, where it is difficult to find suitable regulated placements as no suitable alternative is available.	Unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4	10.0	
CYPE	Home to School Transport	Lack of suitable local education placements for children with Special Education Needs	Parents seek alternative placements outside of their locality requiring additional transport support	Additional transport costs incurred resulting in an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves and potential recurring budget pressure for future years; or seek to demonstrate that the available local placements are suitable for the child's needs	3	10.0	
GE1/DCED	Changing Government focus on funding to support the Net Zero/Carbon Reduction green agenda (capital spend)	Government has previously provided 100% funding for certain Net Zero/green projects e.g. Public Sector Decarbonisation Scheme (PSDS) Funding towards the Bowerhouse and Kings Hill Solar Farms (£20m in total on community/HQ buildings, and £2m on schools), as well as LED installation, heat network or heat source pumps (gas, water). The PSDS grant is now moving focus from LED/Solar - despite the Council requiring 2 more Solar Parks as part of its Net Zero ambitions - and towards Heat Networks. Not only this, but whereas some projects were previously match funded, Government is now looking at >50% match funding requirements. The latest PSDS funding secured only funded 18% of the project. The cost of one large and one small Solar Park is in the region of £22.5m, plus a need for gas boilers on the corporate and schools estate to be replaced by heat source pumps (and/or hydrogen in the future).	The risk is that the Council has to find much higher match funding for future Net Zero projects, or review its expectations with regards to Net Zero 2030 and 2050 ambitions.	The consequence is that the Council has to put forward match funding for capital projects which can only come from borrowing or reserves. Borrowing then has a revenue implication and adds to the financing cost budget which is currently unaffordable, or accept that we will have to meet the target in other ways.	4		30.0

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
Non Attributable Costs	Insecure funding	The 2025-26 core budget includes £12.75m from insecure funding (company dividends, business rate pool and new homes bonus).	Previously it was recognised that core spending should not be funded from insecure/volatile sources and such funding should be held in reserve and used for one-off purposes	Funding is not secured at the planned level resulting in overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	14.2	
GET	Waste capital infrastructure life expired and insufficient to cope with increased housing and population levels	A number of KCC's Household Waste Recycling Centres (HWRC) and Waste Transfer Stations (WTS) are life expired (35-40 years old) and require significant repair or replacement/reconfiguration. In addition to this, District Local Plan targets mean additional houses, and increasing population, presents a capacity issue for the service. Council Tax allows price inflation, additional tonnes (demography) and legislative changes to be taken into account, but does not allow for renewing or adding new infrastructure. The service started securing s106 from 2023 onwards, but unless other (Government) funding can be secured, the Council will need to invest in both of these areas. The introduction of new legislation (Simpler Recycling, Extended Producer Responsibility (EPR)) brings with it additional requirements and costs on how certain materials can be segregated, disposed of and new levies (Emissions Trading Scheme (ETS) - Jan 28) will further add to the cost of disposal (estimated £12m-17m) for all tonnes that are disposed via the Energy for Waste plant.	Unless grant or other funding (s106, CIL) can be secured, the Council will need to fund replacing and reconfiguring (due to Government legislative unfunded changes) the existing sites, as well as building new sites. Outside of the capital programme, which includes building one new WTS, there is up to £50m investment required and noted in the 10-year capital programme. Funding has not been identified for these schemes, which include two new WTS and renewing existing sites, but is an indication of the level of investment required over the medium to long term and for which there is no currently identified funding source (one WTS/HWRC could be partner funded). Funding will also need to be set aside to react/prepare for changes in legislation (Simpler Recycling, EPR, ETS), although some of the EPR income can be used to reconfigure sites due to the new legislation, as well as to enable behaviour change in terms of improved recycling, re-use and hence lower disposal costs.	The consequence is that the Council has to put forward match funding, or the entirety of funding, for the new sites and/or reconfigured sites which means additional borrowing and the financing/borrowing costs that go along with this. £50m is the maximum financial impact figure, or accept the consequential reduction in capacity in terms of Waste Infrastructure, with impact of ETS then being estimated at £12m -17m per annum.	4		50.0
Other Risks (under £10m - individual amounts not included)						90.0	45.0
ALL	Capital - Developer Contributions	Developer contributions built into funding assumptions for capital projects are not all banked.	Developer contributions are delayed or insufficient to fund projects at the assumed budget level.	Additional unbudgeted forward funding requirement and potential unfunded gaps in the capital programme	4		
ALL	Council Taxbase & Collection Fund assumptions	Collection authorities assume lower collection rates (increased bad debts) and/or change local discretionary discounts/premiums	Reduced council tax funding continues into 2026-27 and beyond	The existing smoothing reserve earmarked for this is insufficient to cover the ongoing base shortfall beyond 2025-26	4		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Full year effect of current overspends	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Increases in forecast current year overspends on recurring activities resulting in higher full year impact on following year's budget than included in current plan meaning services would start the year with an existing deficit (converse would apply to underspends). This risk is less significant than in previous year budget risk register due to a lower amount of base budget changes required in 2025-26 draft budget compared to 2024-25 budget	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4		
GET Page 199	Capital – asset management and rolling programmes including: Highways, Country Parks, PROW	The asset management/rolling programmes for KCC Highways are annual budgets and are not increased for inflation each year, meaning that the purchasing power reduces year on year as inflation is compounded yet the budget remains fixed.	Inflation pressures are incurred annually on these budget areas but the funding sources (Council borrowing, DfT grant) remain fixed and therefore this contributes to the 'managed decline' notion in that these budgets do not even maintain steady state as often the level of investment is significantly below (risk accepted by the Executive) the required level of spend - steady state asset management principles recommend £170m pa is spent. Plus year-on-year inflation is not budgeted for so the level of works commissioned reduces year-on-year also, which was exacerbated in 2023 with BCIS reaching 29% and RPIX 12%+ (inflation is estimated at needing to be £4m pa) just to stand still, plus then a £110m pa shortfall on asset management "steady state" (£170m, less actual capital spend of c£60m).	A funding gap exists annually, so steady state cannot be achieved, so unless budget provision is made, the level of capital/asset management preventative works commissioned each year will reduce. This will present a revenue pressure, as more reactive works are likely to be required, plus the respective backlogs for Highways Asset Management (c£700m) will increase exponentially. The risk represents the level of annual inflation required to mitigate this risk or accept that the asset will deteriorate.	4		
GET	Highways asset defects/failures as a result of static asset management funding	New risk of highways failures due to inadequate provision for inflation in DfT grants and KCC capital borrowing, leading to reduction in real terms value of grant/funding to the quantum of asset management/replacement works that can be effected. KCC spend c£60m per annum (DfT and KCC borrowing) but asset management principles calculate the annual spend requirement to remain at "steady state" to be £170m per annum and hence a £110m per annum shortfall.	An increase in reactive general repairs (revenue) as well as increased Cat 1 and Cat 2 defects where assets on the highways network will need replacement or extensive repairs well before the end of their useful economic life	Current funding levels are insufficient to be able to react to such defects, so the asset management backlog increases and more reactive revenue repairs are needed whereas proactive asset management/replacement is the preference. Previously an annual borrowing funded Cat 1 budget but this ceased 3 years ago when the no new borrowing stance was enacted	4		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Capital	Capital project costs are subject to higher than budgeted inflation.	Increase in building inflation above that built into business cases.	Capital projects cost more than budgeted, resulting in an overspend on the capital programme, or having to re-prioritise projects to keep within the overall budget. For rolling programmes (on which there is no annual inflationary increase), the level of asset management preventative works will reduce, leading to increased revenue pressures and maintenance backlogs.	4		
ALL	Contract retender	Contracts coming up for retender are more expensive due to prevailing market conditions and recruitment difficulties	This risk could result in a shortage of potential suppliers and/or increases in tender prices over and above inflation	Higher than budgeted capital/revenue costs resulting in overspends unless that can be offset by specification changes	4		
GET Page 200	Investment in the Public Rights of Way (PROW) network	Insufficient funding to adequately maintain the PROW network. Estimated shortfall compared to steady state asset management principles is an additional £2.5m pa.	Condition of the PROW network suffering from under-investment. A £150k allocation was included in the 2021-22 but additional one-off and base funding is likely to be needed for a service that is already operating at funding levels below best practice recommended asset management levels. This has been further exacerbated by the increased usage several years ago arising from the covid related restrictions and national lockdown	The potential for claims against the Council due to injury and from landowners and the need to undertake urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4		
GET	Revenue - drainage and adverse weather	Persistent heavy rainfall and more frequent storm events mean insufficient revenue and capital budget to cope with the reactive and proactive demands on the service	An additional £1m was put into the drainage budget in 2021-22 but this was below the level of overspends in the two prior years and the risk is therefore the budget is not being funded at the level of demand/activity. More erratic weather patterns also cause financial pressures on the winter service and many other budgets. The risk is that this weather pattern continues and additional unbudgeted funding is required. A £1m saving was put into the budget in 2023-24 with a view to reducing the service standards/intervention levels in this area but due to the climate/persistent rainfall, damage to the network meant that additional works were required. Despite provisionally including £1m back into the 2024-25 budget, there is still a view that the budget is £1m light due to the changing weather climate/events and that the budget could see activity/demand require an additional £1m-£1.5m being required to reduce potential for flooding on the road network and the level of defects that then arise.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves	4		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET	Changing Government focus on funding to support the Net Zero/Carbon Reduction green agenda (revenue spend)	The Sustainable Business and Communities team with Net Zero within its remit has received significant EU/Interreg funding which has helped plan and deliver the plan for Net Zero by 2030/2050. This funding ceased in 2023-24 and the Council has invested £0.7m (2023-24) into the base budget to create a permanent team, with £0.3m deferred until 2025-26 (budgetary constraints) to deliver this strategy/Framing Kent's Future priority. If such funding is unaffordable to the Council then Net Zero requirements won't be met.	The risk is that the Council has to fund any reduction or cessation of funding.	The consequence is an overspend against the revenue budget, requiring compensating savings or funding from reserves, as simply not delivering Net Zero by 2050 is not an option due to Government legislation being implemented.	4		
GET Page 201	Waste income, tonnage and gate fee prices	The current market has seen a considerable volatility in the income received for certain waste streams (potentially due to other supply shortages), as well as increased gate fees due to the double digit inflation seen in 2023 (majority of Waste contracts are RPI which was 12% during the year). The budget for 2024-25 includes not only significant price pressures for contract inflation, gate fees and HWRC management costs, but also realignment of budgets from 2023-24 where the actual inflation levels at the point the contracts are uplifted being higher than budgeted. Inflation is reducing, but November OBR showed a slowing rate of reduction than March OBR.	Projected levels of income fall, or gate fees/contractual price uplifts are above budgeted levels which leave an unfunded pressure.	This will result in an unfunded pressure that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET	Capital – Galley Hill cliff collapse and ongoing discussions regarding ownership and remedial costs to put right	<p>The privately owned cliff face at Galley Hill, Swanscombe collapsed, with the road atop the cliff (KCC’s responsibility) significantly damaged and has had to be closed and with diversions in place.</p> <p>Discussions are being had with the businesses at the base of the cliff as well as trying to ascertain ownership of the site and who would ultimately be responsible for any remedial works</p>	<p>The risk event is that costs to date of £1.162m since 2023-24, covered by a mix of reserves and forecast GET directorate overspend in 2024-25, would not be recovered and would be borne by KCC.</p> <p>Then the wider, and more costly risk, could be the decision to repair/reinstate the cliff so that the road can be re-constructed and re-opened, a cost which KCC would then have to bear, either partially or via insurance and the associated consequences of such a significant claim. Ongoing discussions are being had with relevant stakeholders, DfT, legal and with the insurers.</p>	<p>The consequence is that costs to date of £1.162m would not be fully recovered and that KCC may be liable for future capital works to restore and reopen the road.</p> <p>At this stage, there is uncertainty about the likelihood and costs cannot be estimated until quotes have been obtained for works and who is liable to fund what elements.</p> <p>Ultimately KCC’s road was only impacted/damaged due to the cliff collapsing – it was not a surface defect – so it is too early to estimate cost, timing or likelihood with any certainty.</p>	3		
CYPE Page 202	Recruitment, retention & cover for social workers	<p>Higher use of agency staff to meet demand and ensure caseloads remain at a safe level in children's social work. The Service has relied on recruitment of newly qualified staff however this is being expanded to include a more focused campaign on attracting experienced social workers.</p> <p>There are higher levels of sickness and maternity leave across children's social work</p>	Inability to recruit and retain sufficient newly qualified and experienced social workers resulting in continued reliance on agency staff, at additional cost. Higher levels of sickness and maternity leave resulting in need for further use of agency staff.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
DCED	Cyber Security	Malicious attacks on KCC systems.	Confidentiality, integrity and availability of data or systems is negatively impacted or compromised leading to loss of service, data breaches and other significant business interruptions.	Financial loss from damages and potential capital/revenue costs as a result of lost/damaged data and need to restore systems	3		
DCED	Strategic Headquarters	Sub optimal solution for the Council's strategic headquarters following the decision to market Sessions House as an entire site (with options on individual blocks)	Capital programme includes a capped £20m allocation for strategic assets project that limits the available options. Provision of a dedicated council chamber cannot be afforded within the current allocation. If the purchase falls through then KCC would need to re-assess all options.	Inability to address all backlog issues increases the risk of cost overruns and potential need for higher future maintenance, running and holding costs	3		
ALL	Capital - Capital Receipts	Capital receipts not yet banked are built into the budget to fund projects.	Capital receipts are not achieved as expected in terms of timing and/or quantum.	Funding gap on capital projects requiring additional forward funding.	3		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Income	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust income estimates.	Income is less than that assumed in the MTFP.	Loss of income or reduced collection of income that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
GET	English National Concessionary Travel Scheme (ENCTS) and Kent Travel Saver (KTS) journey levels	ENCTS journeys have reduced over time, more so during the pandemic, so a £3.4m reduction was reflected in 2022-23 budget with a further £1.9m reduction in the 2023-24 budget. Should custom/patronage return to pre-covid levels, this would lead to a £5.3m budget shortfall. This is a national scheme and the Council has to reimburse the operators for running this on the Council's behalf. There was initially a ringfenced grant for this service, it then became part of the Revenue Support Grant and now no specific grant exists so the taxpayers of Kent fund this scheme and would need to fund any update.	Activity levels return to a level of journeys in excess of the revised budget, therefore causing a financial pressure.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years if current activity levels are not indicative of the new normal.	3		
Non Attributable Costs	Volatility on Investment Income	The 2025-26 budget for investment income from the treasury management strategy is £10.2m for 2025-26 and £9.9m for 2026-27. The outturn is heavily dependent on the path of short term interest rates, the level of cash that is available for investment, and the performance of investments. The budget already assumes a reduction in interest rates but a faster or more severe decline in rates could lead to underperformance versus the budget.	Performance of our investments falls below predicted levels as a result of volatility in the economy	Reduction in investment income leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
CYPE	Unaccompanied Asylum Seeking (UAS) Children	Home Office Grant for Unaccompanied Asylum Seeking Children and (former UAS Children) Care Leavers permanently residing in Kent has not increased for inflation for several years	The Grant no longer covers the full cost of supporting UAS Children and Care Leavers permanently residing in Kent. The Home Office does not increase the rates with inflation.	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
CYPE / DCED	Reduction in DFE grants for central services for schools and review of school services provided by the Local Authority	Local Authority grant funding to support schools continues to be reduced, equating to a cumulative total reduction of nearly £5m for the Council since 2019-20. Consequently the Council needs to review its relationship with schools and the services it provides free of charge.	Long term solutions cannot be implemented within timescales and may require schools agreement (which may not be achieved). There is also a risk that passing greater responsibilities to schools could have a possible negative impact on other areas of Local Authority responsibility if schools do not comply (for example: school maintenance). There is also the risk of further cuts to the Local Authority Central Services for School Grants in the future.	If this remains unresolved there is a risk that this will also have to either be met from reserves in future years or result in an overspend until a longer term solution is identified	3		
ASCH (PH)	Uplift in Public Health Grant	The 'real' increase in the Public Health grant is insufficient to meet additional costs due to i) price increases (particularly those services commissioned from NHS staff where pay has increased) and/or increased demand; and/or ii) costs of new responsibilities.	The increase in the Public Health grant is less than the increases in costs to Public Health.	(i) Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. (ii) Public Health Reserves could be exhausted	3		
AL Page 204	Capital - Climate Change	Additional costs are incurred to comply with climate change policy	Project costs increase beyond budget	Overspend on the capital programme resulting in additional borrowing	3		
DCED	Enterprise Business Capabilities (EBC) - Now called Oracle Cloud Programme	Cost and/or timescale overruns on implementation phase for Oracle replacement	Unforeseen or higher than budgeted costs	Additional unfunded costs over and above the reserve set aside for the project	3		
DCED	Capital Investment in Modernisation of Assets	Unless the Council estate asset base is reduced sufficiently, there is risk of insufficient funding to adequately address the backlog maintenance of the Corporate Landlord estate and address statutory responsibilities such as Health & Safety requirements	Condition of the Corporate Landlord estate suffering from under-investment. Recent conditions surveys estimate an annual spend requirement of £12.7m per annum required for each of the next 10 years. Statutory Health & Safety responsibilities not met.	The estate will continue to deteriorate; buildings may have to close due to becoming unsafe; the future value of any capital receipts will be diminished. Potential for increased revenue costs for patch up repairs. Risk of legal challenge.	2		
ALL	VAT Partial Exemption	The Council VAT Partial Exemption Limit is almost exceeded.	Additional capital schemes which are hosted by the Council result in partial exemption limit being exceeded.	Loss of ability to recovery VAT that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	2		

Appendix I: Budget Risks Register 2025-26

TOTAL £m	334.7	290.0
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	IFRS9	Local Authorities will be required to recognise the revenue impact on the General Fund of unrealised gains/ losses on pooled fund investments from 2025-26 when the statutory override ceases. The statutory override currently allows unrealised gains/losses resulting from changes in the fair value of pooled investment funds to be transferred to an unusable reserve until the gain/loss is realised once the financial asset has matured.	Any unrealised gain or loss as a result of stock market performance will impact on the General Fund. The likelihood and estimated financial exposure reflected reference an adverse scenario where the Council would need to recognise a significant loss on its investments, (as a scenario where the council recognises a significant gain, would be to our advantage and therefore not a budget risk).	A significant loss would reduce our General Fund and the council's financial resilience.	2		
CYPE	Capital - Basic Need Allocations	Estimates of future basic need allocations are included in the capital programme.	Basic need allocations are less than expected.	Funding gap for basic need projects which will need to be funded either by reprioritising the capital programme or by descoping.	2		
DCED	Highways unadopted land	Maintenance costs for residual pieces of land bought by Highways for schemes and subsequently tiny pieces not required or adopted.	Work becomes necessary on these pieces of land and neither Highways or Corporate Landlord have budget to pay for it.	Work needs to be completed whilst estates work to return the land to the original landowner	1		
DCED	Backlog of maintenance for properties transferring to Corporate Landlord	Maintenance backlog historically funded by services from reserves or time limited resources which have been exhausted. Properties that have been transferred to the corporate landlord require investment.	Urgent repairs required which cannot be met from the Modernisation of Assets planned programme within the capital budget	Unavoidable urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	1		

Likelihood Rating

Very Likely	5
Likely	4
Possible	3
Unlikely	2
Very Unlikely	1

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Details of Core Grants within the 2025-26 Provisional Local Government Finance Settlement

The Council is in receipt of a mix of general un-ringfenced grants which can be used in any way the Council decides to discharge its functions (core grants) and specific grants which must be spent according to government priorities. Given the uncertainty of future settlements beyond 2025-26, assumptions around the amount of grant funding will have to be included in the Medium Term Financial Plan for future years. There are risks associated with this approach as the government has confirmed its commitment to Funding Reforms from 2026-27 to fundamentally improve local authority funding based on a new assessment of need and resources. These reforms will build on the framework set out in the previous Government's abandoned review of relative needs and resources (originally, the Fair Funding review). The settlement also confirms the business rates retention system will be reset and as part of the funding reforms will consider how the business rates retention system could better and more consistently support strategic authorities to drive business growth. The risks from these reforms are that we see a material change in the distribution of funding which results in an overall lower amount of grant funding for Kent.

A) Revenue Support Grant

Revenue Support Grant (RSG) is a central government grant given to local authorities from the centrally retained share of business rates which can be used to finance revenue expenditure on any service. The amount of Revenue Support Grant to be provided to authorities is established through the Local Government Finance Settlement using the relevant funding formulae; the revision of these formulae (along with the redistribution of the locally retained share of business rates) is the focus of the (deferred) Fair Funding review process.

The Council's RSG has decreased from circa £161m in 2015-16 to circa £9.6m in 2020-21 with only small inflationary uplifts since then. The inflationary uplift for 2025-26 is based on September 2024 CPI (+1.7%). For planning purposes we have assumed that a similar CPI inflationary uplift will be applied in subsequent years (based on OBR forecast) although there has been no confirmation of this beyond 2025-26. In addition, as part of the government's objective to simplify local government funding, several former specific grants have now been rolled into the Revenue Support Grant for 2025-26, as listed below:

- Extended Rights to Home to School Transport (KCC share in RSG £3.665m)
- Transparency Code Grant (KCC share in RSG £0.013m)
- Electoral Integrity Grant (only allocated to single/lower tier authorities)
- Tenant Satisfaction Measures Grant (only allocated to selected single/lower tier authorities)
- Islands Grant (Isle of Wight and Isles of Scilly only)

The Council's provisional RSG allocation for 2025-26 is £15.7m, which reflects rolled in grants of £3.7m (as shown in the list above) and an inflationary increase of £0.2m.

B) New Homes Bonus

The New Homes Bonus (NHB) scheme was introduced in 2011-12 to help tackle the national housing shortage. The scheme was designed to reward those authorities that increased their housing stock either through new build or by bringing empty properties back into use. The grant is un-ringfenced. The grant was due to cease after 2024-25 but has been retained for one more year in 2025-26 provisional local government finance settlement with allocations reflecting the change in the number of homes reported on tax base returns (CTB1) between 2023-24 and 2024-25 above the baseline of 0.4%, with supplements for homes brought back into use and affordable homes. As in 2024-25 there are no legacy payments. In two tier areas the reward is split 80% to the district and 20% to the county, and this Council's allocation for 2025-26 is £1.9m.

C) Improved Better Care Fund

The Better Care Fund (BCF) was introduced in the 2013-14 spending review. The fund is a pooled budget, bringing together local authority and NHS funding to create a national pot designed to integrate care and health services.

In addition to this, an Improved Better Care Fund (IBCF) was announced in the 2016-17 budget to support local authorities to deal with the growing health and social care pressures during the period 2017-20. The grant is allocated according to relative needs formula for social care with an equalisation adjustment to reflect the adult social care council tax precept. The allocations increased each year between 2017-18 to 2020-21. The subsequent spending reviews and local government settlements have seen the grant rolled forward at the same value in cash terms as 2020-21 (£48.5m). The grant for 2022-23 included a 3% inflationary uplift as part of the additional resources for adult social care within the settlement. The grant for 2025-26 is the same value in cash terms as 2024-25, 2023-24 and 2022-23 (£50m). In addition, for 2025-26, the Discharge Fund has been rolled into the IBCF at its 2024-25 value and the grant renamed as Local Authority Better Care Grant. For planning purposes we have assumed that this grant will continue at the same value in cash terms for the medium term in subsequent years although there has been no confirmation of this.

D) Social Care Grant

The social care support grant was first introduced in 2019-20 following the announcement in the Chancellor's 2019-20 budget of an additional £410m for adult and children's social services. The Council's allocation for 2019-20 was £10.5m based on a formula using the Adult Social Care (ASC) Relative Needs Formula (RNF) with an equalisation adjustment to reflect the adult social care council tax precept.

An additional £1bn was added to the 2020-21 settlement taking the total for social care grant to £1.41bn. The same formula as 2019-20 was used based on using the ASC RNF with an equalisation adjustment to reflect the adult social care council tax precept. The Council's allocation was £34.4m. The government believes there is not a single

bespoke needs formula that can be used to model relative needs for both adult and children's social care, therefore the existing ASC RNF was used to distribute this Social Care Grant funding.

The 2021-22 settlement included a further £300m taking the total social care grant to £1.71bn. The same formula was used again providing the Council with an additional £4.7m, increasing the total grant value for 2021-22 to £ 39.1m.

The 2022-23 settlement included an additional £636.4m, £556.4m of this was allocated via the existing ASC RNF and the remaining £80m was allocated to reflect the 1% adult social care council tax precept. This took the total grant to £2.346bn. Combined with the rollover from 2021-22, the Council's total social care grant for 2022-23 was £54.5m, an increase of £15.4m on 2021-22.

The 2023-24 settlement included an additional £1.345bn from the additional funding for adult social care announced in Autumn Budget 2022 which was added to the £2.346bn rolled forward from 2022-23. £160m of this increase was allocated to reflect the 2% adult social care council tax precept, with the remaining £1.185bn allocated using the existing ASC RNF. In addition, the Independent Living Fund (ILF) was rolled into the Social Care Grant (accounting for £161m of the total grant figure) and will no longer be received as a separate specific grant. This took the total Social Care grant to £3.852bn in 2023-24. The Council's total Social Care Grant for 2023-24 was £88.771m including £1.920m from rolled in ILF.

The 2024-25 provisional settlement increased allocations of the Social Care Grant by £0.692bn, of which £0.612bn was previously announced (and expected) as part of the additional funding for social care announced in Autumn Budget 2022, and £80m was unexpectedly transferred from Services Grant. These increases have been added to the rolled forward grant from 2023-24 of £3.852bn taking the total grant for 2024-25 to £4.544bn. £0.532bn of the increase was allocated according to ASC RNF (as we had been expecting) and £160m of the increase allocated to reflect the 2% adult social care council tax precept (we had been expecting £80m via ASC council tax before the transfer of the further £80m from Services Grant).

The final settlement for 2024-25 included an additional £500m increase announced on 24 January 2024. All the additional grant has been allocated via the element allocated according to the ASC RNF, increasing the national share for this element from £532m to £1,032m. The Council's share of this additional allocation is £12.8m, increasing the total 2024-25 Social Care grant allocation for this Council to £117.0m.

The 2025-26 provisional settlement increased allocations of the Social Care Grant by £0.880bn, of which £0.600bn was previously announced (and expected) as part of the additional funding for social care announced in Autumn Budget 2024. An additional £0.080bn was added and announced alongside the publication of the policy statement on the local government finance settlement at the end of November 2024, meaning an additional £0.200bn has been further increased as part of the

provisional settlement announcement. This Council's share of the additional £0.880bn for 2025-26 is £20.1m.

The Social Care Grant is ringfenced for adults' and children's social care.

E) Services Grant

This was a new one-off, un-ringfenced grant for 2022-23. The grant has been reduced in each of 2023-24 and 2024-25 settlements and has been removed entirely in provisional Local Government Finance Settlement 2025-26 and the funding repurposed into other grants, resulting in a loss of £1.3m of grant funding for Kent.

F) Adult Social Care Market Sustainability and Improvement Funding (MSIF)

This originated in 2022-23 under the Market Sustainability and Fair Cost of Care Fund. In total £162m was made available and the Council's share was £4.2m.

The 2023-24 settlement maintained the current levels of Fair Cost of Care funding for local authorities for 2023-24 at £162 million.

The Autumn Budget 2022 announced that there will be an additional £400m for adult social care to increase MSIF to £562m for 2023-24. This additional funding was intended to make tangible improvements to adult social care and, in particular, to address discharge delays, social care waiting times, low fee rates, workforce pressures, and to promote technological innovation in the sector. The additional grant was allocated on the same basis as 2022/23 using the ASC RNF. The Council's allocation of the additional £400m was £10.3m taking the total grant for 2023-24 to £14.4m. The grant was included in the Council's 2023-24 budget plans.

A further £600m funding for adult social care over 2023-24 and 2024-25 was announced on 28th July 2023. £570m was added to MSIF (£365m in 2023-24 and £205m in 2024-25). This additional funding was intended to fund workforce improvements.

The local government finance settlement for 2024-25 has provided confirmation of an Autumn Statement 2022 announcement that this grant has increased nationally by £283m in 2024-25 and by a further £205m for the 2024-25 increase in the workforce element. The additional funding is allocated by the same mechanism as 2023-24 (ASC RNF). The Council's total allocation for 2024-25 is £26.969m, an increase of £12.5m (as expected).

The provisional local government finance settlement for 2025-26 confirmed the Council's allocation remains at the same cash value as 2024-25 of £26.969m.

For planning purposes we have assumed that the grant will continue at the same value for 2026-27 and 2027-28 although there has been no confirmation of this.

G) Children's Social Care Prevention Grant

The provisional settlement provides details of the Children's Social Care Prevention Grant, which is a new allocation for 2025-26 of £250m. This will be uplifted to £263m in the final settlement. The grant is allocated to all social care authorities (single tier and upper tier). The provisional allocation for the Council in 2025-26 is £6.2m. The grant is allocated according to a new interim relative needs formula (RNF) based on research commissioned by MHCLG and DfE as outlined in more depth in the following paragraphs. As with other social care grants the formula includes an RNF element and equalisation adjustment to reflect ability to raise council tax.

The new interim multi-level Children and Young Persons RNF model includes characteristics at individual child level (age, sex, ethnicity and eligibility for free school meals) and local factors (deprivation, parents with low qualifications, children with poor health, children in overcrowded households, population density and travel time to urban centres). The C&YP RNF methodology also includes a new area cost adjustment (ACA) which as well as taking account of labour costs and business rates (as used in previous ACA) also includes a measure for accessibility to services. These new measures for RNF and ACA build on the options identified in the previous Fair Funding review.

The approach to resource equalisation for the Children's Social Care Prevention grant is a little different. £175m (70%) of the new funding is allocated solely via RNF/ACA, the remaining £75m (30%) is allocated on the similar equalisation principles as social care grant. The equalisation compares the amount a council would raise from 1% increase in council tax with £75m allocated through the RNF/ACA methodology. Those councils where the notional 1% is more than the RNF/ACA amount receive no share of the £75m. The £75m is then scaled to the remaining authorities based on the difference between their £75m share on RNF/ACA and the notional 1% council tax.

The provisional announcement does not include a demonstration of the methodology at individual authority level. Our working assumption is that KCC's allocation is based solely on a share of the £175m RNF/ACA and KCC is one of those councils that receives no share of the £75m. We anticipate there will be more clarity in the final settlement.

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Economic & Fiscal Context

Introduction

The national fiscal and economic context is an important consideration for the Council in setting the budget. This context not only determines the amount received through central government grants, but it also sets out how local government spending fits in within the totality of public spending and the wider economy. The Autumn Budget and Local Government Finance Settlement LGFS set the government's expectations of how much local authorities can raise through local taxation as well as departmental spending from which central government grants to local government are funded. The Office for Budget Responsibility (OBR) produces an Economic and Fiscal Outlook (EFO) report to provide the Chancellor of the Exchequer with an independent and up to date fiscal and economic forecast including impact of government policy decisions. This section of the report highlights the key elements of the Autumn Budget with separate sections covering economic outlook (growth, inflation, bank rate) and fiscal outlook for public sector spending, tax revenues and borrowing.

Autumn Budget 2024

The Chancellor of the Exchequer published the Autumn Budget 2024 (AB24) on 30th October. AB24 set out the government's public spending plans, taxation, and borrowing. The announcement included revised fiscal rules with a stability rule for spending on day to day services to be brought into balance by 2029-30¹, and new investment rule to reduce net debt as proportion of overall economy also by 2029-30 whilst accommodating some additional investment in short term. As acknowledged by OBR the AB24 represents a large and sustained increase in spending by an average of approx. £70bn per year (a little over 2% of GDP) over the period 2025-26 to 2029-30 compared to previous plans. Of this approximately 2/3 will go on current day to day spending and 1/3 capital spending. As a result public spending will settle at around 44% of GDP by 2029-30, almost 5% higher than before the pandemic.

Around half of the increased spending in the period 2025-26 to 2029-30 is funded through changes in taxation, mainly falling on employers, assets and through greater tax compliance. The tax changes are forecast to raise an average of £36bn a year over the five-year period with the amounts forecast to be raised increasing year on year. By 2029-30 tax revenue would equate to an historic high of 38% of GDP. The remainder of the increased spending is funded from borrowing which the OBR has commented as one of the largest fiscal loosening of any fiscal event in recent decades. The spending and taxation policy decisions are set out in table 5.1 of the AB24 report (and summarised in table 1 below).

Table 1 Policy Decisions	2024-25 Plans	2025-26 Plans	2026-27 Plans	2027-28 Plans	2028-29 Plans	2029-30 Plans
	£m	£m	£m	£m	£m	£m
Spending	25,865	63,550	70,115	75,645	78,500	74,160
Tax Raising	1,160	24,005	34,785	39,065	39,725	41,170
Net Balance - borrowing	24,705	39,550	35,330	36,585	38,775	32,990

¹ Balance being defined as in surplus or a deficit of no more than 0.5% of GDP

The 2025-26 spending plans for local government included £1.3bn (5%) increase in the settlement from central government which together with council tax and retained business rates provides an overall 3.2% real terms increase in spending power. £600m of the £1.3bn is for social care. Since AB24 there has been policy statement published at the end of November and provisional local government finance settlement. The £1.3bn increase in government funding to local authorities has increased to £1.625bn in the provisional settlement

AB24 included a 6.7% increase in the National Living wage for those aged over 21 (16.3% for those aged 18-20 on National Minimum wage). It also increased Employer's National Insurance Contribution (NIC) rate from 13.8% to 15%, and lowered the threshold where contributions are payable from £9,100 to £5,000 pa. There was some additional relief through the Employment Allowance which previously allowed small employers with NIC costs of £100k up to £5k reduction on their overall NIC bill. The changes to the Employment Allowance will now allow a discount of £10.5k on all Employer NICs. Table 2 shows the changes in National Living/Minimum wages and employer's National Insurance contributions and since 2019-20.

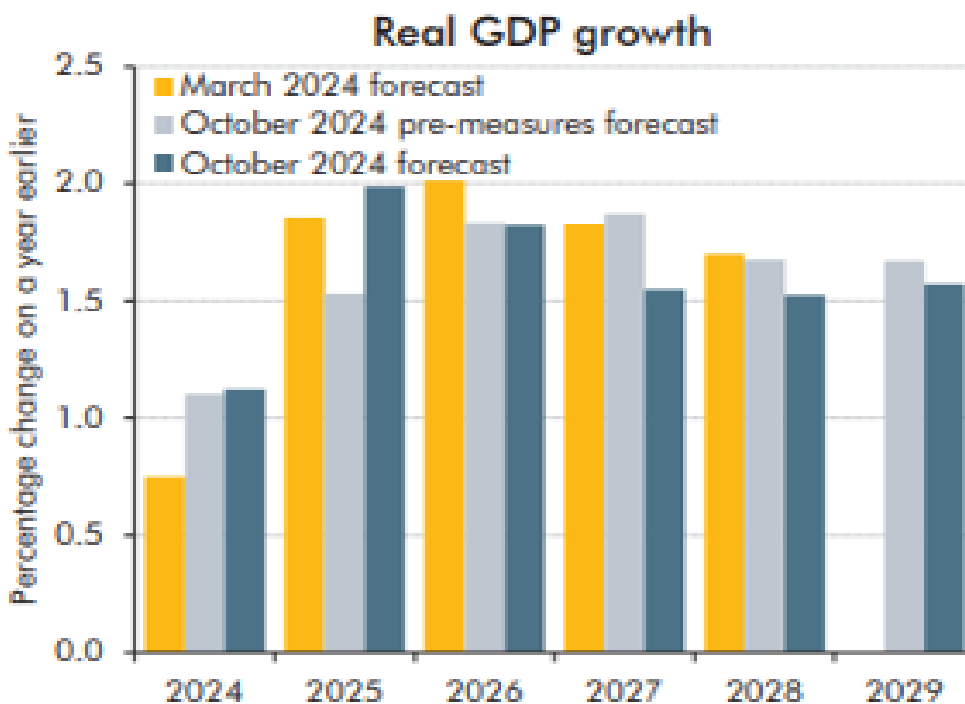
Table 2 Employer's National Insurance and National Living/Minimum Wage	2019-20	2021-21	2021-22	2022-23 Original from April	2022-23 Revised from November	2023-24	2024-25	2025-26
Employer's National Insurance								
Threshold	£8,632	£8,788	£8,840	£9,100	£9,100	£9,100	£9,100	£5,000
Rate	13.8%	13.8%	13.8%	15.05%	13.8%	13.8%	13.8%	15.0%
National Living/Minimum Wage								
Aged 25 and over	£8.21	£8.72	£8.91	£9.50	£9.50	£10.42	£11.44	£12.21
Aged 23 to 24	£7.70	£8.20	£8.91	£9.50	£9.50	£10.42	£11.44	£12.21
Aged 21 to 22	£7.70	£8.20	£8.36	£9.18	£9.18	£10.18	£11.44	£12.21
Aged 18 to 20	£6.15	£6.45	£6.56	£6.83	£6.83	£7.49	£8.60	£10.00
Under 18 (but above school age)	£4.35	£4.55	£4.62	£4.81	£4.81	£5.28	£6.40	£7.55

Economic Outlook - Growth

“Budget policies deliver a temporary boost to GDP in the near term and some crowding out of private equity in the medium term.”

The November 2024 OBR report focusses on the change in forecasts for real GDP over the period 2024-29, rather than as in previous reports the relative overall GDP over a longer period. The forecasts for 2024 both before and after the measures announced in AB204 are an improvement on previous March 2024 forecasts. There are some minor movements in subsequent years although OBR noted the impact of a temporary stimulus from the fiscal loosening within in AB24. This temporary stimulus fades over time to zero with GDP lower than forecasts before the AB24 measures higher in later years than the forecasts after the AB24 measures as excess demand is reigned in and policies affect supply within the economy. Chart 1 is an extract from the OBR report.

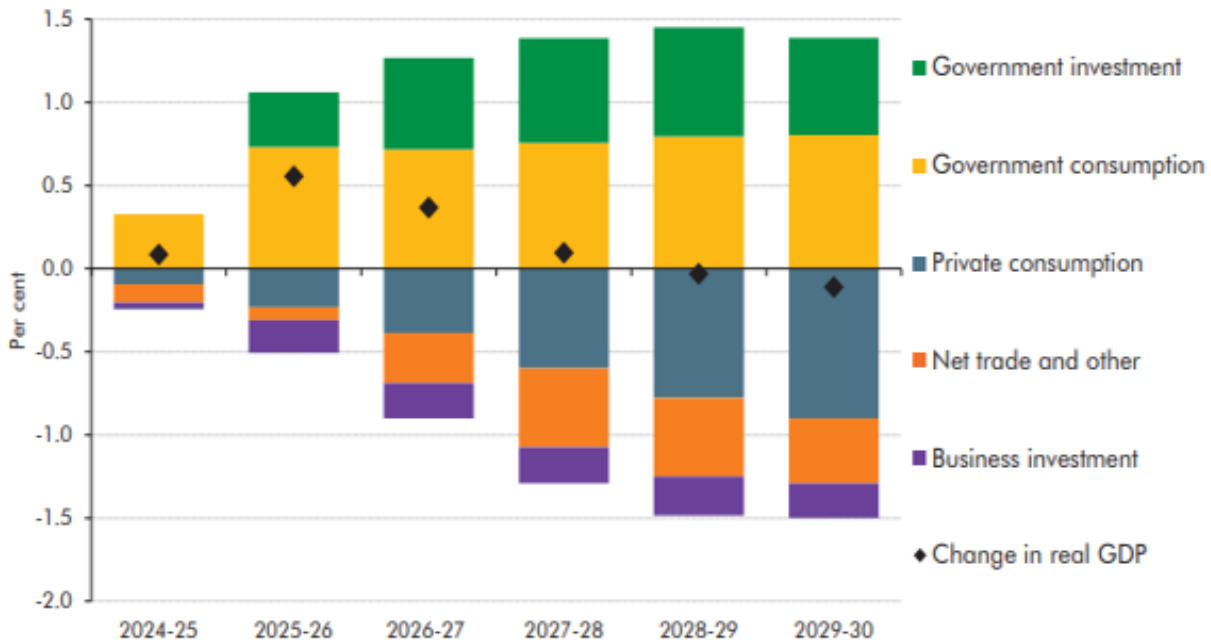
Chart 1 – Real GDP



Source: ONS, OBR

A separate chart shows how the effect of government stimulus compared lower private consumption, trade and business investment on the overall change in GDP growth forecast.

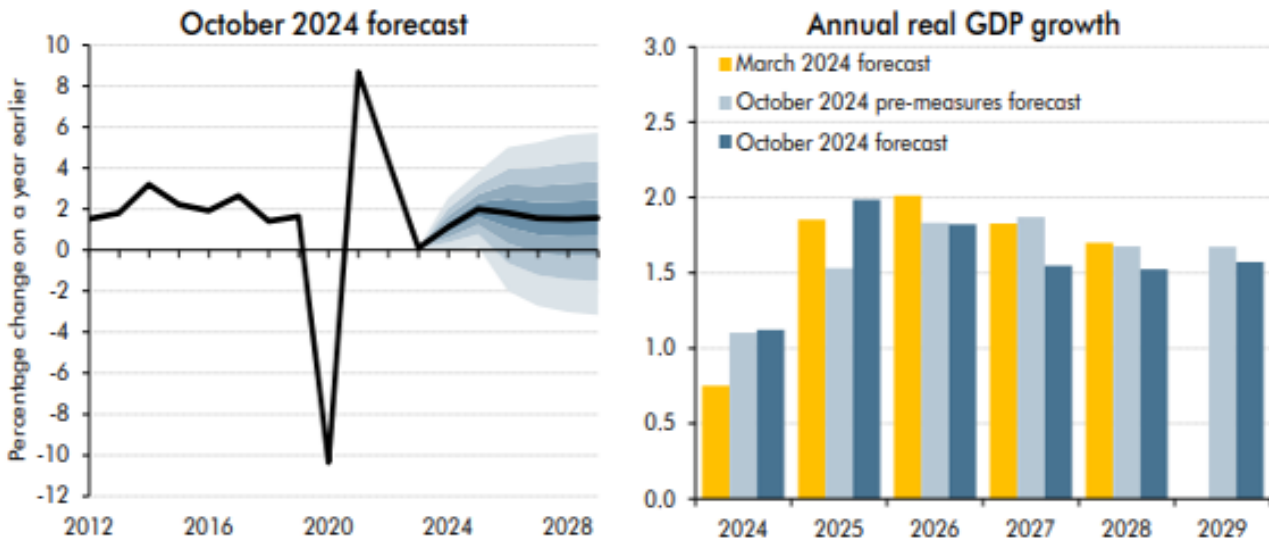
Chart 2 - Policy Impacts on Real GDP and its components



Source: OBR

A separate chart in the report shows the customary fan graph for GDP forecasts based on different scenarios and uncertainties. This shows a roughly one in five chance of negative GDP growth within the forecast horizon.

Chart 3 – GDP Growth Fan Chart



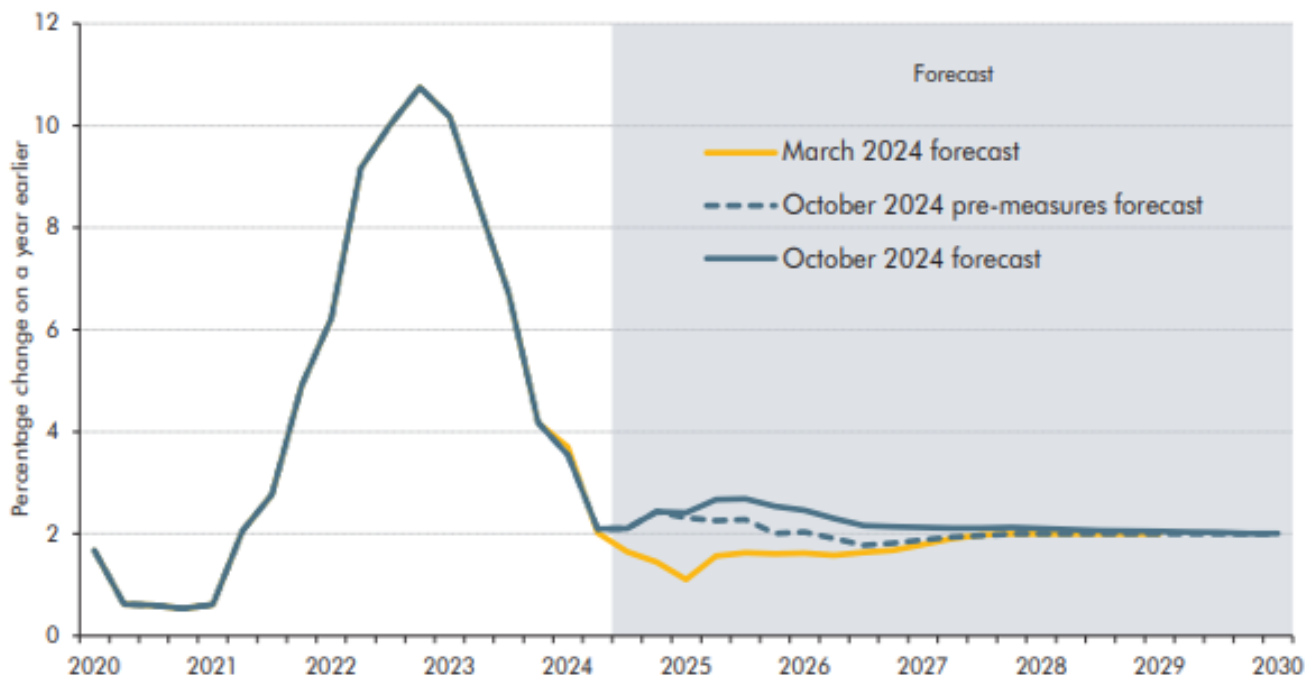
Note: Successive pairs of lighter-shaded areas around our forecast represent 20 per cent probability bands.
Source: ONS, OBR

Economic Outlook - Inflation

“Having fallen back to around the 2% target in mid 2024, we expect CPI inflation to pick up to 2.6% in 2025 partly due to direct and indirect impact of Budget measures.”

The OBR is forecasting that inflation will be 1.1% higher in 2025 and 0.6% higher in 2026 than previous forecasts in March 2024 and above the 2% target before falling back to this target in the latter half of the forecast. They say this is due greater than expected persistence in wage growth and impact in the near term of fiscal loosening in the budget.

Chart 4 – CPI Inflation



Source: ONS, OBR

The OBR has identified the risks from the external environment given the continuing war in Ukraine and widening conflicts in the Middle East to the inflation forecast initially via its impact on energy prices Gas prices are 16% higher than assumed in previous inflation forecast, oil prices were 7% higher than original forecast in first half of 2024 but are 3% lower in the forecast thereafter. The energy assumptions within the CPI forecast and potential volatility are shown in chart 5.

Chart 5 – Impact of Gas and Oil Prices

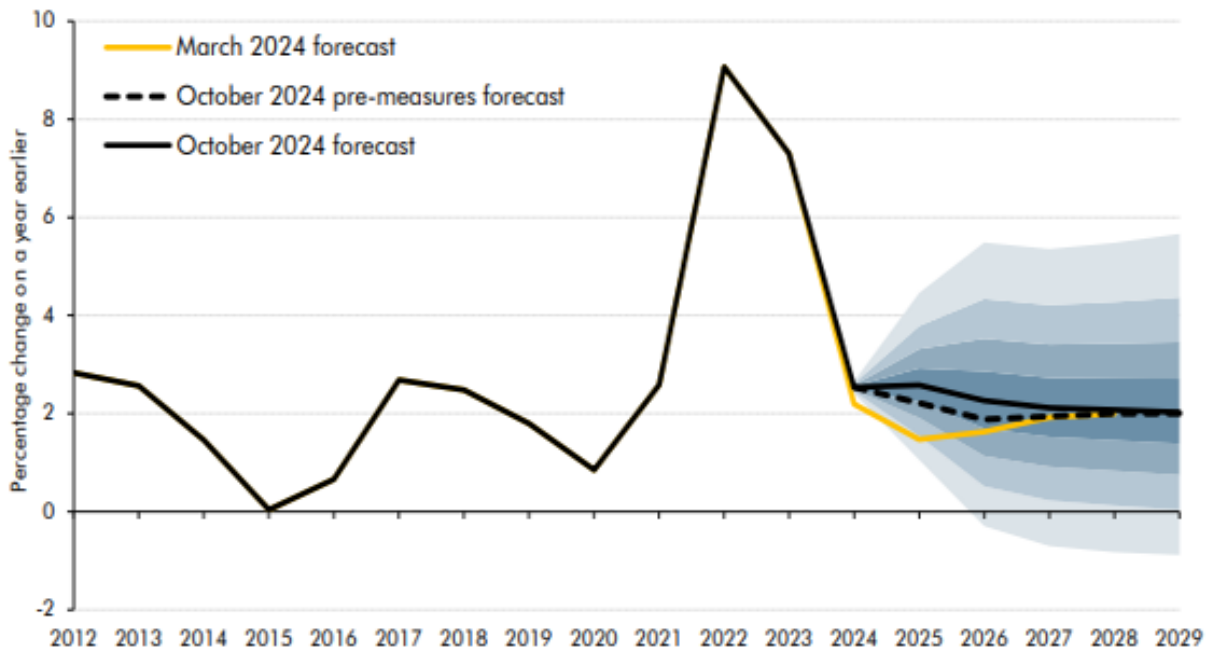


Note: March 2024 forecast is the average of 10 working days to 23 January. October 2024 forecast is the average of 10 working days to 12 September. Range is the minimum and maximum daily value between our March forecast and 23 October.

Source: Datastream, Eikon, Ofgem, OBR

The fan chart for CPI inflation shows a roughly one in five chance of CPI inflation being above 4.5% or below 1.1%.

Chart 6 – CPI Inflation Fan Chart



Note: Successive pairs of lighter-shaded areas around our forecast represent 20 per cent probability bands.
Source: ONS, OBR

Economic Outlook – Interest Rates

“From its current level of 5%, Bank Rate is expected to fall to 3.5% in the final year of the forecast.”

Bank rates are forecast to be around 0.5% higher than March 2024 forecast in 2025 and 2026 and 0.3% to 0.4% over the forecast period. Chart 7 shows bank rate and five-year gilt yield forecasts from the OBR report.

Chart 7 – Bank Rate and five-year gilt yield



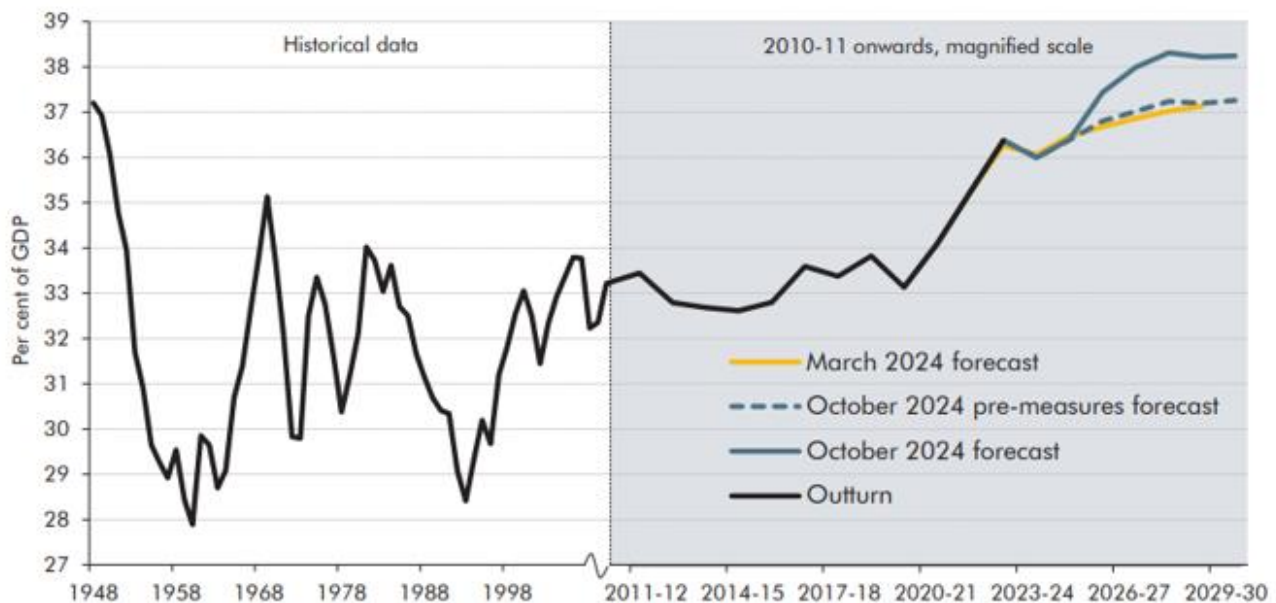
Note: March 2024 forecast is the average of 10 working days to 23 January. Pre-measures forecast is the average of 10 working days to 12 September. Range is the minimum and maximum daily value between our March forecast and 23 October.
Source: Bank of England, OBR

Fiscal Outlook – Public Sector Receipts

“Tax as a share of GDP is forecast to rise from 36.4% of GDP this year to a historic high of 38.2% in 2029-30, 5.1% of GDP higher than before the pandemic.”

Total public sector receipts in 2023-24 were 40.5% of GDP, a 3.6% increase on the pre-pandemic level of 36.9% of GDP in 2019-20. Public sector receipts are forecast to continue rise faster than GDP reaching 42.4% by 2029-30. National Account taxes² (the “tax take”) equated to 36.0% of GDP in 2023-24 and are forecast to rise to 38.3% of GDP in 2027-28 before stabilising at 38.2% of GDP over the remainder of the forecast period. This would be an historic high and the peak is 5.2% above the pre-pandemic level of 33.1% of GDP.

Chart 8 – National Account Taxes as a share of GDP



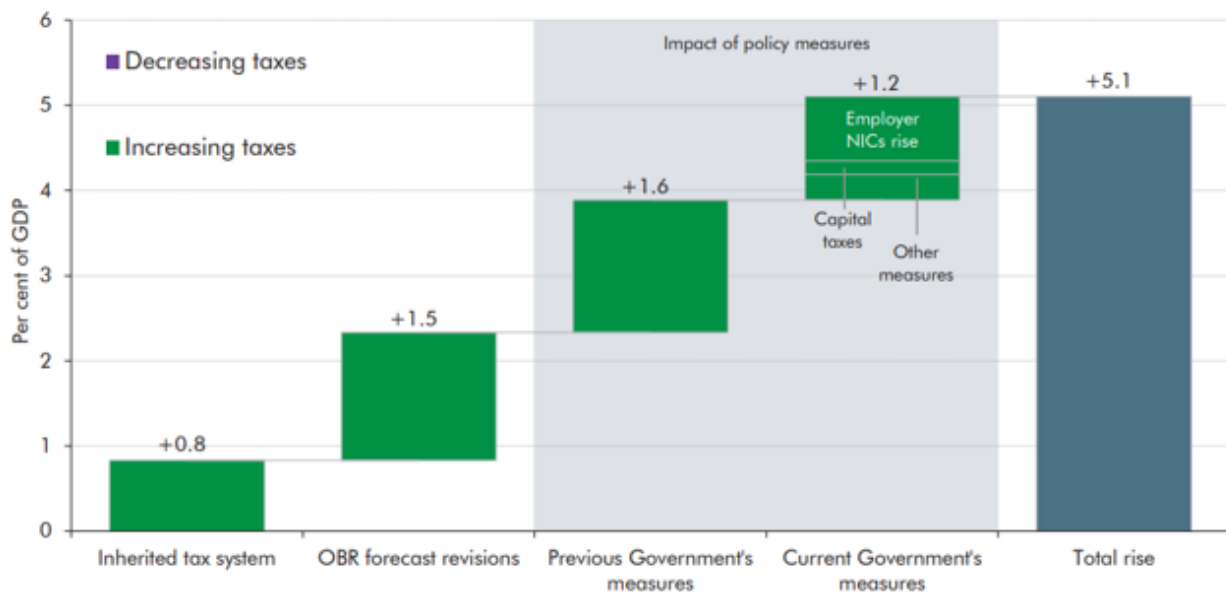
Note: Both outturn and forecast are based on the vintage of nominal GDP data that was available when we closed the pre-measures forecast, so do not reflect upward revisions in the latest Quarterly National Accounts published on 30 September 2024. All else equal, applying the upward revision to 2023-24 nominal GDP of 1.1 per cent to all years of the forecast would reduce the National Accounts tax-to-GDP ratio by 0.4 per cent of GDP across the forecast. This would still leave the tax-to-GDP ratio at a record level.

Source: ONS, OBR

² National account taxes are a narrower measure of public sector current receipts and are more comparable over longer historical periods as they exclude public sector gross operating surplus, interest and dividend receipts and other non-tax receipts.

The OBR has analysed the contributory factors to the increase in National Account taxes from 33.1% in 2019-20 to forecast 38.2% in 2029-20., as shown in chart 9.

Chart 9 – The rise in the tax-to-GDP ratio from 2019-20 to 2029-30



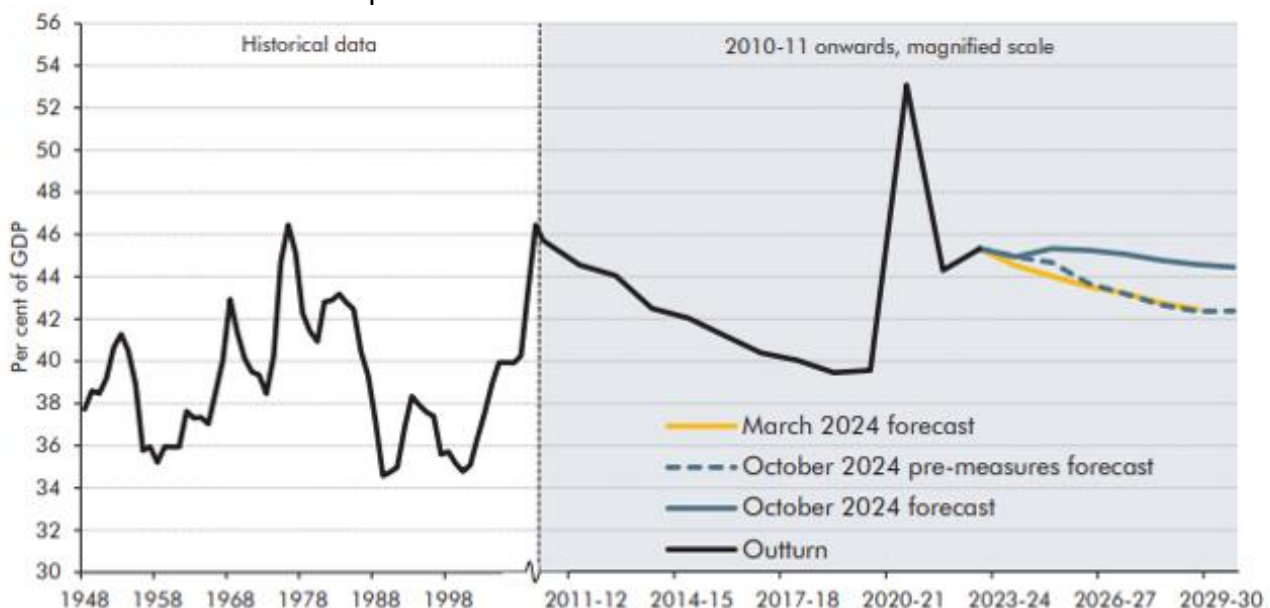
Source: ONS, OBR

Fiscal Outlook – Public Sector Expenditure

“Spending as a share of GDP is forecast to rise from 44.9% last year to 45.3% this year, falling back slightly to 44.5% in 2029-20, 4.9% higher than pre-pandemic.”

Total public spending has fallen from a peak of 53.1% of GDP in 2020-21 to 45.3% of GDP in 2022-23. Total public spending is forecast to remain static at 45.3% of GDP in 2023-24 and 2024-25 before reducing gradually each year thereafter to 44.5% of GDP by 2029-30. However, at this level it’s still 4.9% higher than the year before the pandemic (2019-20).

Chart 10 – Public Sector Expenditure as share of GDP

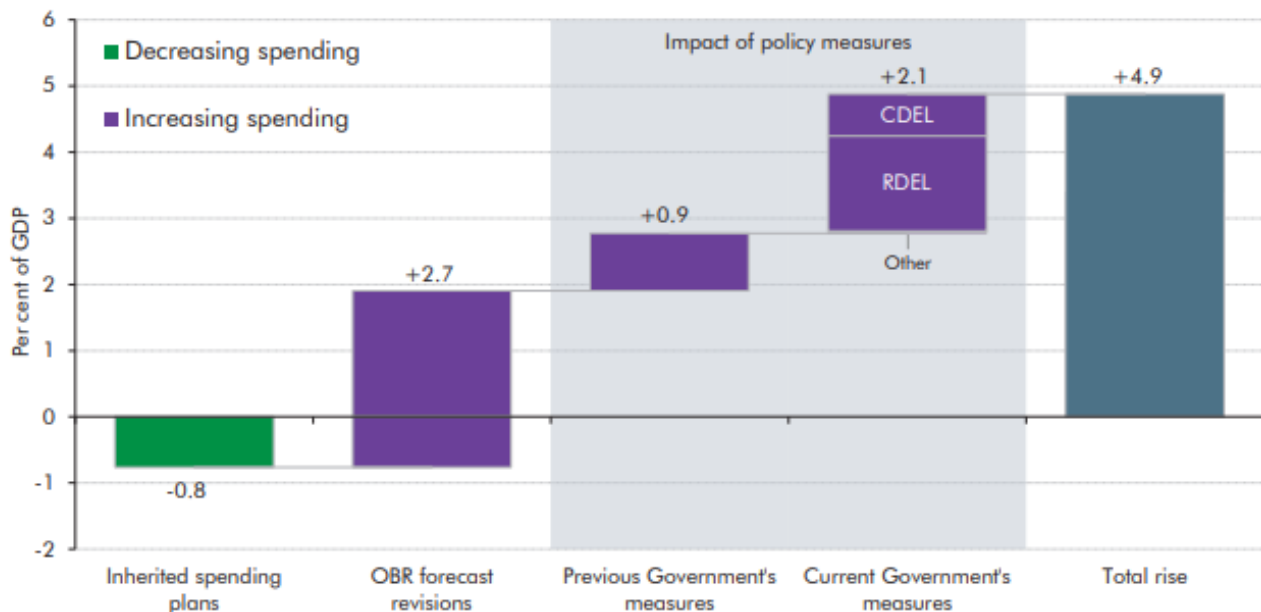


Note: Both outturn and forecast are based on the vintage of nominal GDP data that was available when we closed the pre-measures forecast, so do not reflect upward revisions in the latest Quarterly National Accounts published on 30 September 2024. All else equal, applying the upward revision to 2023-24 nominal GDP of 1.1 per cent to all years of the forecast would reduce the National Accounts spending-to-GDP ratio by 0.5 per cent of GDP across the forecast.

Source: ONS, OBR

The OBR has analysed the contributory factors to the increase in public spending from 39.6% in 2019-20 to forecast 44.5% in 2029-20., as shown in chart 11.

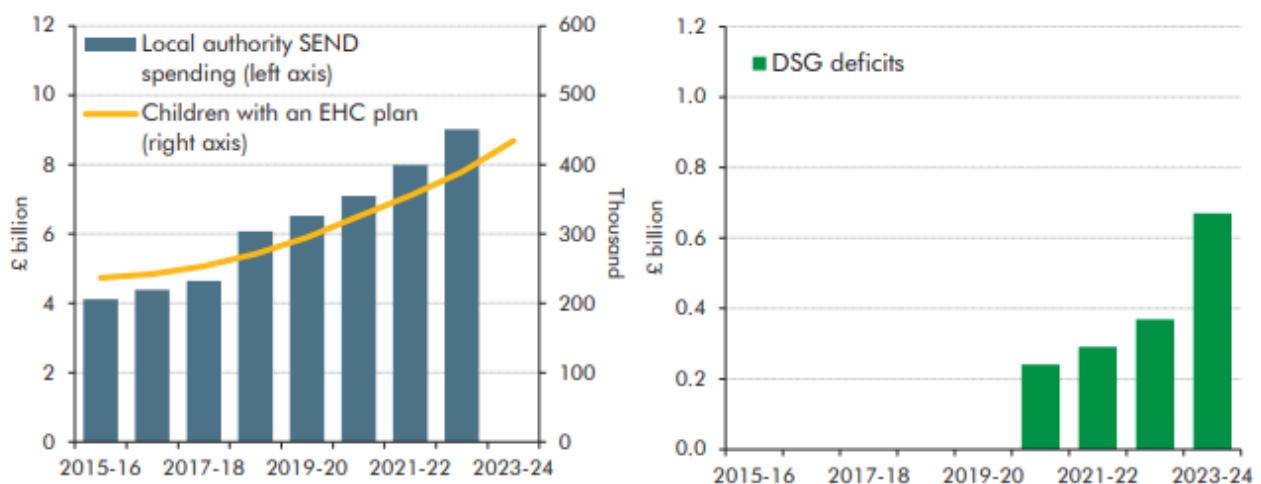
Chart 11 – The rise in the spending-to-GDP ratio from 2019-20 to 2029-30



Source: ONS, OBR

The OBR has identified the rise in spending on education for those with special educational needs and disabilities (SEND) from the grant from DfE and DSG deficits. DSG deficits were first separately recorded in 2020-21 and have grown to £0.7bn by 2023-24. Total spending on SEND has doubled from £4.6bn in 2017-18 to £9.0bn in 2022-23. The OBR has acknowledged that if the current statutory override ends in March 2026 and SEND spend continues to rise by more than the available funding that some local authorities “may be placed in financial distress or may be unable to set balanced budgets from 2026-27 onwards. In additional the cumulative DSG deficits would then need to be recognised on local authority balance sheets which would create additional financial pressures.” Chart 12 shows the rise in SEND spending and DSG deficits.

Chart 12 – Special educational needs-related child numbers, spending and deficits



Note: Data on SEND spending is not available for 2023-24. DSG deficits were not recorded prior to 2020-21.

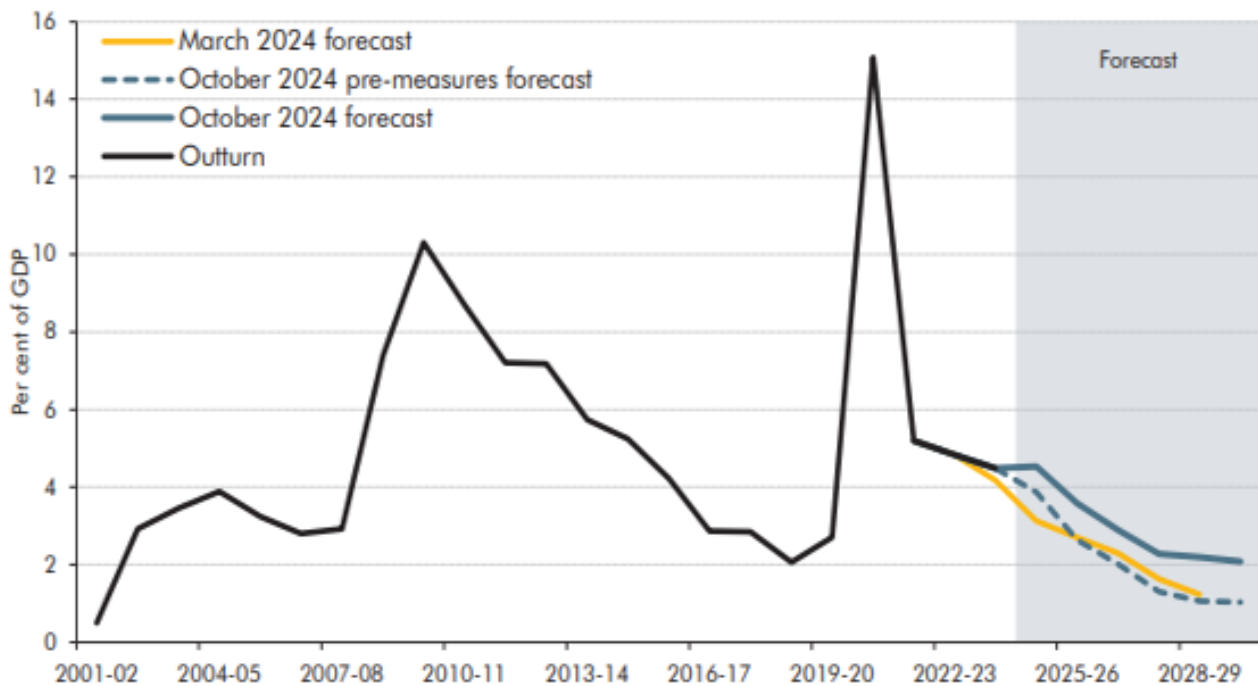
Source: DfE, OBR

Fiscal Context – Public Sector Borrowing and Total Debt

“Public sector net borrowing is forecast to rise from £121.9bn (4.5% of GDP) last year to £127.5bn this year, before falling back to £70.6bn (2.1%) by 2029-30.”

Public sector borrowing has fallen from a peacetime high of £314.3bn (15.1% of GDP) reached during the pandemic (2020-21) to £121.9bn (4.5% of GDP) in 2023-24. It is forecast to increase to £127.5bn (4.5% of GDP) in 2024-25 and then fall in each year to £70.6bn by 2029-30. Borrowing is forecast to be an average of £28.4bn (0.9% of GDP) higher per year than expected in the March 2024 forecast, primarily due to the effect of policy measures announced in the Budget.

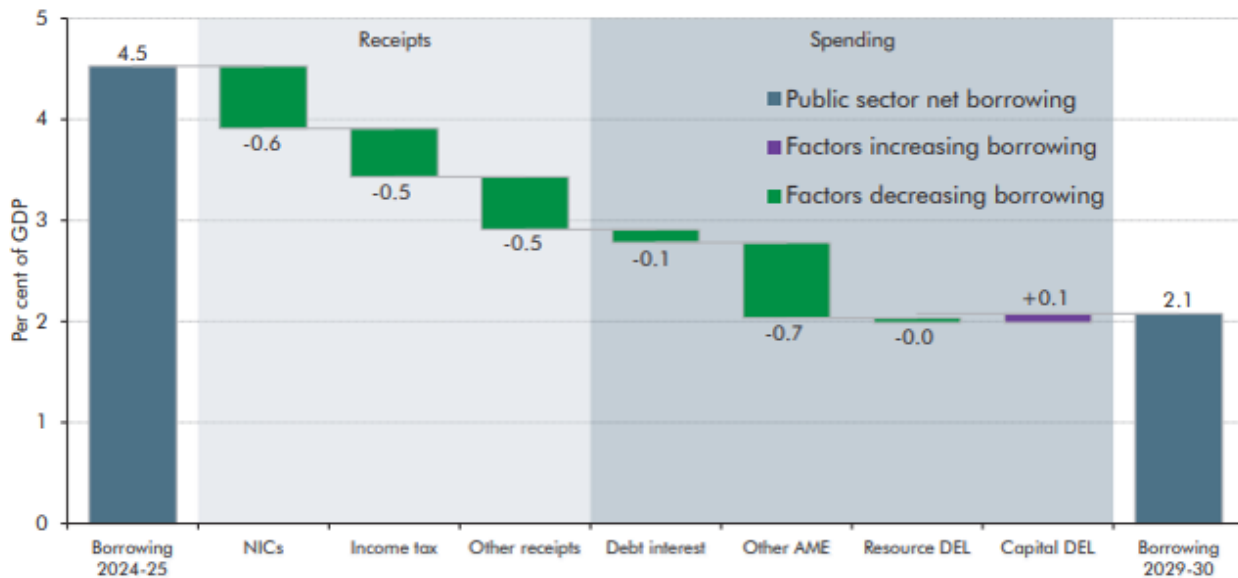
Chart 13 – Public Sector Net Borrowing



Source: ONS, OBR

Around 2/3 of the projected 2.5% of GDP reduction in borrowing is due to increased receipts over the forecast period (in particular NICs are forecast to increase by 0.6% of GDP and income tax 0.5% of GDP). The remainder of the reduction in borrowing is due to forecast lower spending as % of GDP.

Chart 14 – The fall in borrowing as a share of GDP for 2024-25 to 2029-30

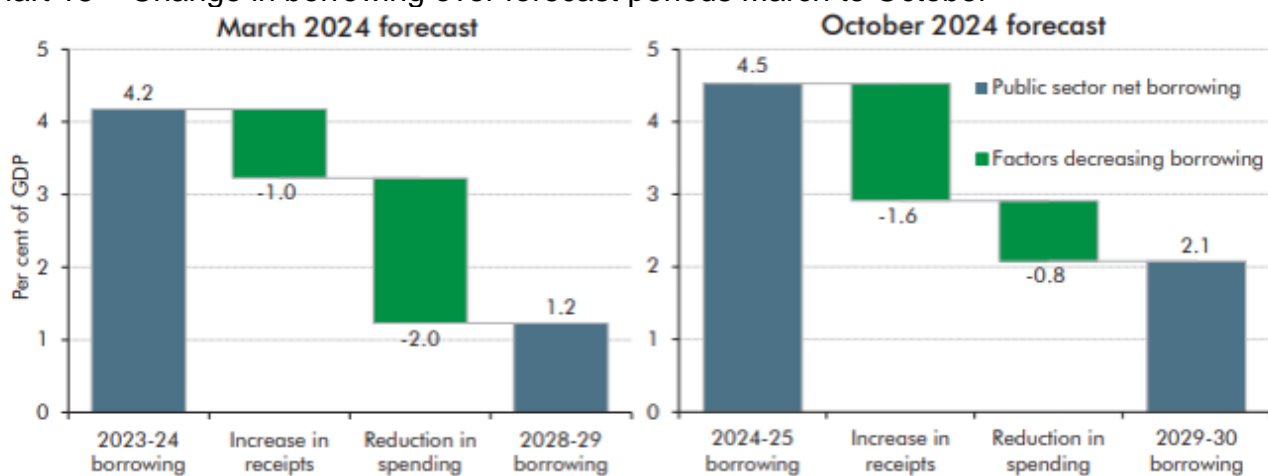


Note: This chart does not include the effects of changes in our underlying forecasts for most environmental levies, VAT refunds, or depreciation, as each change both receipts and spending by equal amounts and therefore do not change borrowing.

Source: OBR

The change in borrowing between the March 2024 forecast has a greater contribution from increased receipts and lesser contribution from spending reductions.

Chart 15 – Change in borrowing over forecast periods March to October

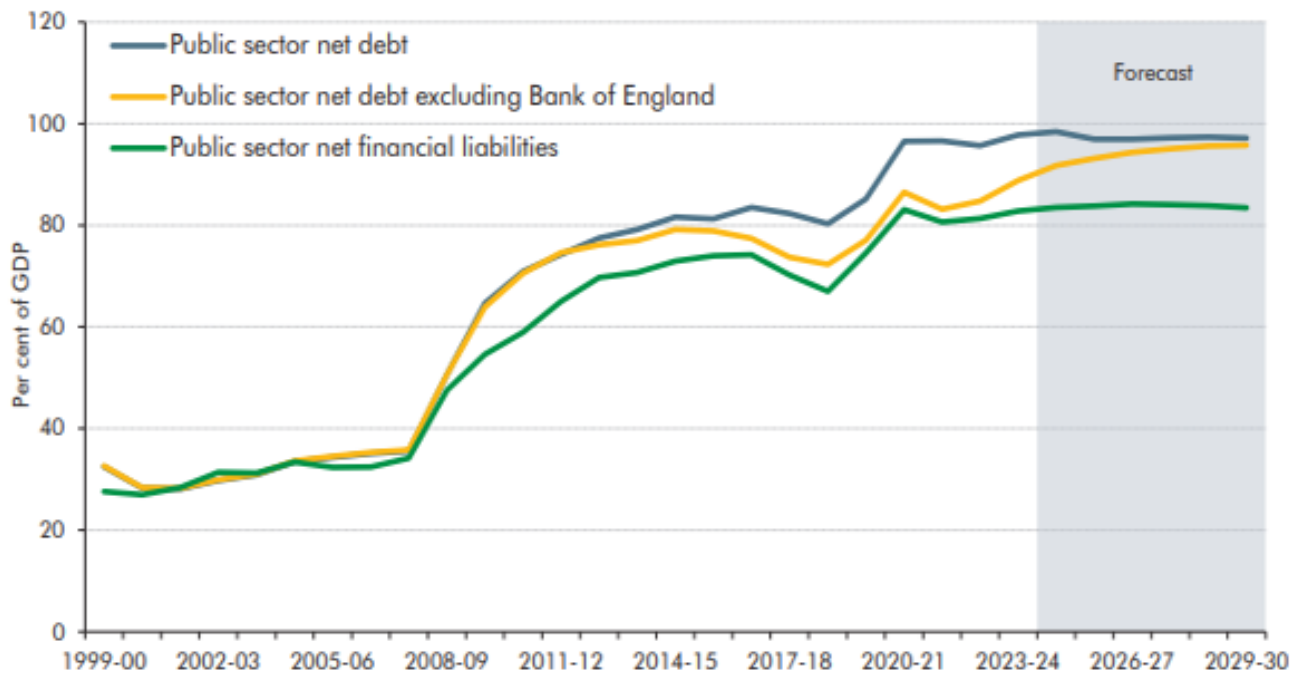


Note: This chart does not include the effects of changes in our underlying forecasts for most environmental levies, VAT refunds, or depreciation, as each change both receipts and spending by equal amounts and therefore do not change borrowing.

Source: OBR

Public sector net accumulated debt was 97.8% of GDP in 2023-24, an increase from 95.7% in 2022-23. Total debt is forecast to increase 98.4% of GDP in 2024-25 reducing to 97.1% by 2029-30. The fall is mainly driven by Term Funding Scheme repayments and borrowing is 3% of GDP higher in 2028-29 than projected in March 2024. The measure of debt excluding Bank of England rises every year as a share of GDP 88.9% in 2023-24 to 91.8% in 2024-25 reaching 95.8% in 2029-30. A wider measure of public sector net financial liabilities including all financial assets (but not physical assets such as schools, hospitals, etc.) is forecast to rise from 82.8% of GDP in 2023-24 to 83.5% of GDP in 2024-25 before then remaining largely stable over the remainder of the forecast period.

Chart 16 – Public Sector Balance Sheet Measures



Source: ONS, OBR

Treasury Management Strategy

Introduction

1. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
2. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
3. Investments held for service purposes or for commercial profit are considered in the separate Appendix N - Investment Strategy.

External Context

Economic background

4. The following economic commentary is provided by the Council's treasury advisors, Link Group.
5. *"The third quarter of 2024 (July to September) saw:*
 - *GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q)*
 - *A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July;*
 - *CPI inflation hitting its target in June before edging above it to 2.2% in July and August;*
 - *Core CPI inflation increasing from 3.3% in July to 3.6% in August;*
 - *The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;*
 - *10-year gilt yields falling to 4.0% in September*
6. *Over the aforementioned period, the economy's stagnation in June and July pointed more to a mild slowdown in UK GDP growth than a sudden drop back into a recession. However, in the interim period, to 12 December, arguably the biggest impact on the economy's performance has been the negative market sentiment in respect of the fallout from the Chancellor's Budget on 30 October.*

7. *If we reflect on the 30 October Budget, our central case is that those policy announcements will prove to be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be elevated at 2.7% y/y (Q4 2025) before dropping back to sub-2% in 2027. Nonetheless, since the Budget, the October inflation print has shown the CPI measure of inflation bouncing up to 2.3% y/y with the prospect that it will be close to 3% by the end of the year before falling back slowly through 2025. The RPI measure has also increased significantly to 3.4% y/y.*
8. *How high inflation goes will primarily be determined by several key factors. First amongst those is that the major investment in the public sector, according to the Bank of England, will lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.*
9. *There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises in the June 2025 Spending Review (pushed back from the end of March), and a tepid GDP performance.*
10. *Regarding having a sufficiently large pool of flexible and healthy workers, the initial outlook does not look bright. Research from Capital Economics has alluded to an increase of some 500,000 construction workers being needed to provide any chance of the Government hitting its target of 300,000 new homes being built in each of the next five years (234,000 net additional dwellings in England in 2022/23). But the last time such an increase was needed, and construction employment is currently at a nine-year low, it took 12 years to get there (1996 to 2008). Also note, as of October 2024, job vacancies in the construction sector were still higher than at any time in the 20 years preceding the pandemic.*
11. *Currently, it also seems likely that net inward migration is set to fall, so there is likely to be a smaller pool of migrant workers available who, in the past, have filled the requirement for construction worker demand. The Government plans to heavily promote training schemes, particularly to the one million 16- to 24-year-olds who are neither in education nor work. But it is arguable as to whether the employee shortfall can be made up from this source in the requisite time, even if more do enter the workforce.*
12. *Against, this backdrop, there may be a near-term boost to inflation caused by a wave of public sector cash chasing the same construction providers over the course of the next year or so, whilst wages remain higher than the Bank currently forecasts because of general labour shortages, including in social care where Government accepts there is a 150,000 shortfall at present.*

13. *Unemployment stands at a low 4.3% (September), whilst wages are rising at 4.3% y/y (including bonuses) and 4.8% (excluding bonuses). The Bank would ideally like to see further wage moderation to underpin any further gradual relaxing of monetary policy. Indeed, over the next six months, the market is currently only pricing in Bank Rate reductions in February and May – which would see Bank Rate fall to 4.25% - but further cuts, thereafter, are highly likely to be even more data-dependent.*
14. *If we focus on borrowing, a term we are likely to hear throughout 2025 is “bond vigilante”. Essentially, this represents a generic term for when the market is ill at ease with the level of government borrowing and demands a higher return for holding debt issuance. In the UK, we do not need to go back too far to recall the negative market reaction to the Truss/Kwarteng budget of 2022. But long-term borrowing rates have already gradually moved back to those levels since their recent low point in the middle of September 2024. Of course, the UK is not alone in this respect. Concerns prevail as to what the size of the budget deficit will be in the US, following the election of Donald Trump as President, and in France there are on-going struggles to form a government to address a large budget deficit problem too. Throw into the mix the uncertain outcome to German elections, and there is plenty of bond investor concern to be seen.*
15. *Staying with the US, Donald Trump’s victory paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks continue to abound in Europe, the Middle East and Asia.*
16. *In the past month, the US Core CPI measure of inflation has indicated that inflation is still a concern (3.3% y/y, 0.3% m/m), as has the November Producer Prices Data (up 3.0 y/y v a market estimate of 2.6% y/y, 0.4% m/m v an estimate of 0.2% m/m) albeit probably insufficient to deter the FOMC from cutting US rates a further 0.25% at its December meeting. However, with Trump’s inauguration as President being held on 20 January, further rate reductions and their timing will very much be determined by his policy announcements and their implications for both inflation and Treasury issuance.*
17. *Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank’s August rate cut signalled the start of its loosening cycle. More recently, however, 10 year gilt yields have spiked back up to 4.35%.*
18. *The FTSE 100 reached a peak of 8,380 in the third quarter of 2024 (currently 8.304), but its performance is firmly in the shade of the US S&P500, which has breached the 6,000 threshold on several occasions recently, delivering returns upwards of 25% y/y. The catalyst for any further rally (or not) is likely to be the breadth of AI’s impact on business growth and performance”.*

Interest rate forecast

19. The Council has appointed Link Group as its treasury advisor and part of their service is to assist the formulation of a view on interest rates. Link provided the following

forecasts on 11 November 2024. These are forecasts for Bank Rate and PWLB certainty rates (gilt yields plus 80 bps).

Link Group Interest Rate View 11.11.24	Dec -24	Mar-25	Jun-25	Sep -25	Dec -25	Mar-26	Jun-26	Sep -26	Dec -26	Mar-27	Jun-27	Sep -27	Dec -27
Bank Rate	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
5yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

20. Link forecast that the Bank of England will reduce Bank Rate (in cuts of 25bps) to 3.50% by December 2026 in order to keep inflation at a mandated target level of 2%. Gilt yields and PWLB rates are similarly projected to fall back over the timeline of Link Group forecasts.

21. These interest rate forecasts are a central estimate, not a prediction, and there are upside and downside risks, which could alter the eventual path of interest rates.

Local Context

22. The following table summarises the Council's balance sheet for the current (2024/25) and previous financial year and provides a forecast for the medium term.

Balance sheet summary and forecast

	31.3.24	31.3.25	31.3.26	31.3.27	31.3.28
	Actual	Estimate	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
Total CFR	1,268.3	1,304.8	1,289.9	1,311.9	1,294.4
Other long-term liabilities	178.5	225.1	214.9	203.6	192.6
Adjustment for Transferred Debt ¹	27.8	26.6	25.6	24.5	23.6
Loans CFR	1,117.6	1,106.3	1,100.6	1,132.8	1,125.4
External borrowing	-771.9	-742.6	-710.3	-685.1	-676.9
Internal borrowing	345.7	363.7	390.3	447.7	448.5
Less balance sheet resources	791.7	741.7	749.1	771.3	823.8
Treasury investments	446.0	378.0	358.8	323.6	375.3

¹ The Council manages debt on behalf of Medway Council that was transferred to it following the reorganisation that created Medway Council. The value of this debt is included within the total sum of external borrowing shown in the balance sheet summary and forecast table and therefore it is also included in the calculation of the loans CFR within the table. This is in accordance with the requirements of the Prudential Code and ensures that resultant comparison between the loans CFR, external borrowing and internal borrowing is presented on a consistent basis.

23. The Council's capital expenditure plans are the key driver of treasury management activity and the starting point for the treasury management strategy is the Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The Council's current capital expenditure and financing plans are set out in the Capital Strategy at appendix O.
24. The CFR does not increase indefinitely, due the requirement to make a minimum revenue provision, a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used. The MRP charge is not shown separately here but is factored into the CFR.
25. The Total CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Authority's borrowing requirement, these types of schemes include a borrowing facility by the PFI, PPP lease provider and so the Authority is not required to separately borrow for these schemes. For the purposes of determining the treasury management strategy, other long-term liabilities are removed to arrive at the Loans CFR.
26. The Council has externally borrowed £742.6m (as at 31 March 2025) to meet most of the borrowing requirement implied by the Loans CFR, and this figure will decline gradually over the medium term as external loans mature and are repaid (assuming no additional external borrowing is undertaken).
27. The balance of the Loans CFR borrowing requirement is met through internal borrowing, namely the temporary use of the Council's balance sheet resources on lieu of investment. The Council's internal borrowing is forecast to rise over the medium term, compensating for the change in external borrowing noted above.
28. Balance sheet resources represent the Council's underlying capacity for investment (mostly reserves, provisions and working capital). Balance sheet resources exceed internal borrowing and therefore the Council is forecast to continue to have positive external investment balances for the foreseeable future.
29. The current borrowing and investment balances, as at 30 November 2024, when the Council held £746.7m of external borrowing and £456.5m of treasury investments, are set out in further detail in Annex A.

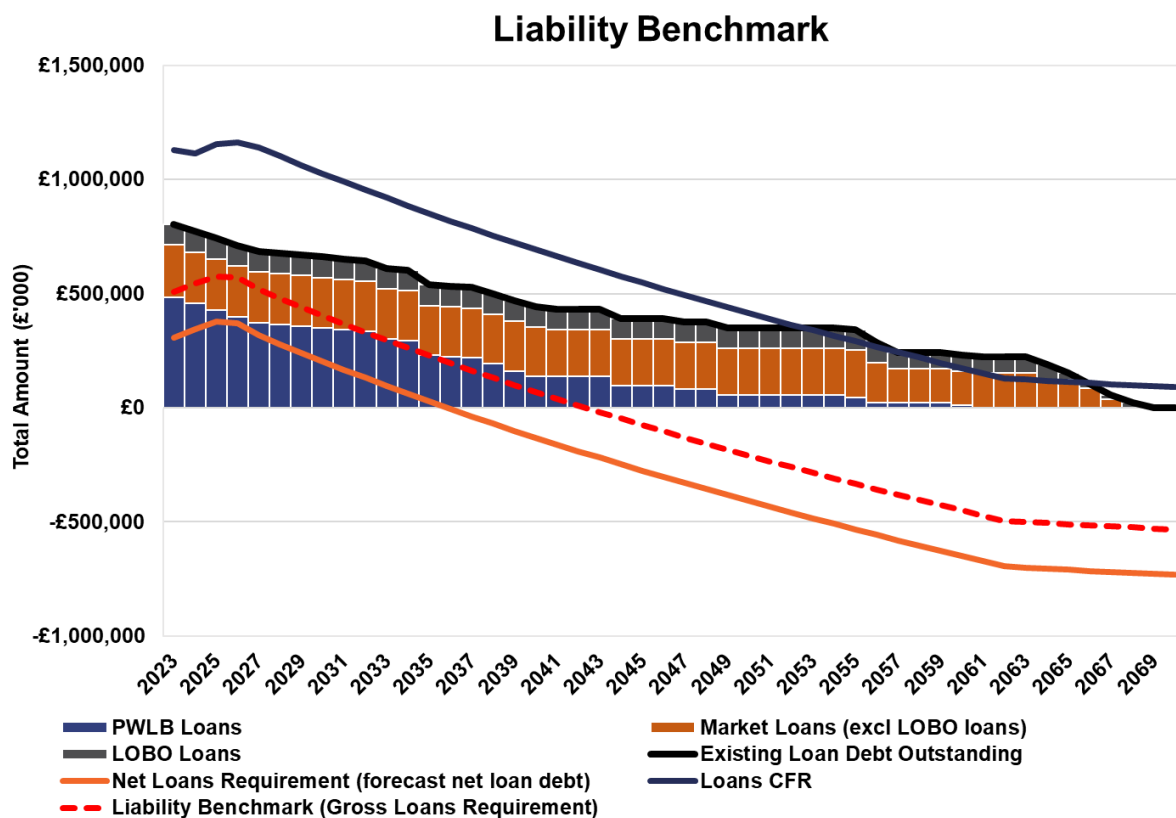
Liability benchmark

30. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £200m at each year-end to maintain sufficient liquidity but minimise credit risk.

31. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the minimum cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

32. The liability benchmark is shown in the below chart. The chart illustrates the maturity profile of the Council’s existing borrowing and assumes no new capital expenditure financed by borrowing beyond 2027/28.

Figure 1: Liability Benchmark Chart



33. The chart shows the overall borrowing requirement (the Loans CFR), which is projected to increase moderately over the medium term in line with the authority’s plans, before declining over the long term as the annual minimum revenue provision (MRP) charge gradually reduces the Council’s borrowing requirement. The borrowing requirement is currently met by a combination of fixed rate loans, LOBO loans and internal borrowing.

34. The Council could theoretically reduce its investment balances to zero and maximise the use of internal borrowing before acquiring any external borrowing. The net loans requirement (orange solid line) represents the minimum amount of external borrowing

required under this strategy. However, such an approach would naturally involve an intolerable level of liquidity risk, and therefore a minimum liquidity requirement (assessed at £200m) is added to the net loans requirement to arrive at the liability benchmark itself. In effect, the liability benchmark represents the minimum amount of debt that the Council requires to meet its borrowing requirement and to provide sufficient liquidity for day-to-day cash flow.

35. The chart demonstrates that the Council's existing stock of external debt, exceeds the minimum amount required based on current financial plans, and therefore the authority does not have a need to enter into new external borrowing. The liability benchmark is forecast to rise over the medium term due to a combined increase in capital expenditure and reduction in available balance sheet resources (usable reserves, mainly) before declining over the long term. At the same time external debt is forecast to decline as individual loans expire.
36. Although not shown in figure 1, both the Loans CFR and the liability benchmark are likely to increase in later years as new capital expenditure cycles are approved.

Borrowing Strategy

37. On 30 November 2024, the Council had £746.7m external debt, including £27.0m attributable to Medway Council, as part of its strategy for funding previous years' capital programmes. This represents a decrease of £25.2m on 31 March 2024 and reflects the Council's strategy of maintaining borrowing below the underlying levels.
38. The balance sheet forecast in table 1 shows that the Council does not expect to need to undertake additional borrowing in 2025-26. The Council may borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing set out in the Capital Strategy (Appendix O).

Objective

39. The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy

40. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.
41. The Council is currently maintaining an under-borrowed position. This means that the underlying borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. Although the path of future interest rates is uncertain, the central expectation is that borrowing rates (costs) will fall from their current

levels (see interest rate forecast table above). The Council is forecast to have sufficient liquidity in the near to medium term to support an underborrowed position.

42. By doing so, the Council is able to reduce net borrowing costs and reduce investment counterparty exposure. Internal borrowing is not cost free as it is at the expense of investment returns foregone and neither does it remove the need for Minimum Revenue Provision (MRP) to be made.
43. Given borrowing rates are forecast to decline over the medium term, consideration will also be given to short term rather than long term external borrowing should liquidity considerations necessitate any additional external borrowing (although it is not the Council's central expectation that borrowing will be required for liquidity reasons).
44. Against this background and the risks within the economic forecast, caution will be adopted with the 2025/26 treasury operations. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years. The Corporate Director Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*
 - *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*
45. The Council also retains the option to arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
46. Any decisions will be reported to the Treasury Management Group and the Governance and Audit Committee at the next available opportunity.

Sources of borrowing

47. The Council has previously raised the majority of its long-term borrowing from the PWLB and is likely to continue with this practice but will consider long-term loans from other sources including banks, pension funds and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.
48. The approved sources of long-term and short-term borrowing are:
- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds (except the Kent Pension Fund)

- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues
- UK National Wealth Fund

49. PWLB lending arrangements have changed, and loans are no longer available to local authorities planning to buy investment assets primarily for yield. The Council does not intend to borrow to invest primarily for financial return and will retain its access to PWLB loans.

Other sources of debt finance

50. In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire-purchase
 - Private Finance Initiative
 - sale and leaseback

LOBO (Lender's Option Borrower's Option) loans

51. The Council holds £90m of LOBO loans (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. LOBOs totalling £50m have option dates during 2025/26, and with interest rates having risen recently, there is a reasonable chance that lenders will exercise their options. If they do, the Council will likely take the option to repay LOBO loans to reduce refinancing risk in later years.

Debt rescheduling

52. The PWLB allows councils to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

53. Any decisions involving the repayment of LOBO loans or debt rescheduling will be reported to the Treasury Management Group and the Governance and Audit Committee at the next available opportunity.

Policy on Borrowing in Advance of Need

54. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be

considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Treasury Investment Strategy

55. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Since the beginning of April 2024, the Council's cash balance has ranged between £436.3m and £622.8m; investment balances are forecast to be around £386m at the end of 2024/25 and approximately £367m at the end of 2025/26.
56. **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, the liquidity of investments and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) risks when investing.
57. **Strategy:** As demonstrated by the liability benchmark above, the Council expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and to mitigate the negative impact of inflation on the value of the Council's long-term resources. The portion of the Council's cash invested in the strategic pooled funds portfolio will be kept under review during the year to ensure it remains proportionate.
58. **ESG policy:** The Council is committed to responsible treasury management and to being a good steward of the assets in which it invests. As stated in paragraph 1 above, the successful identification, monitoring and control of financial risk are central to the Council's prudent financial management, and this includes the identification and management of environment, social and governance (ESG) risks that arise in the course of carrying out treasury management activities. Therefore, the Council integrates ESG considerations into its treasury management decision-making process.
59. The framework for evaluating investment opportunities is still developing. When investing in banks and funds, and after satisfying security, liquidity and yield considerations, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code
60. Assets within the strategic pooled funds portfolio are managed by third-party investment managers responsible for the day-to-day investment decisions, including undertaking voting and engagement activities on behalf of the Council. The Council incorporates

analysis of ESG integration and active ownership capabilities when selecting and monitoring investment managers.

61. The Council requires its investment managers to engage with companies to monitor and develop their management of ESG issues in order to enhance the value of the Council's investments. The Council also requires feedback from the investment managers on the activities they undertake and regularly reviews this feedback through meetings and reporting.

62. **Business models:** Under IFRS 9, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties

63. The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the limits shown.

	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	unlimited	
UK Local Authorities	3 years	£10m	
Other Government entities	25 years	£20m	£30m
UK banks and building societies (unsecured) *	13 months	£20m	Unlimited
Council's banking services provider *	Overnight	£20m	
Overseas banks (unsecured) *	13 months	£20m	£30m country limit
Money Market Funds *	n/a	£25m per fund or 0.5% of the fund size if lower	
Cash plus / short term bond funds		£20m per fund	
Secured investments *	25 years	£20m	£150m
Corporates (non-financials)	5 years	£2m per issuer	£20m
Registered Providers (unsecured) *	5 years	£10m	£50m
Loans incl. to developers in the No Use Empty programme			£40m
Strategic pooled funds and real estate investment trusts	n/a		£200m
- Absolute Return funds		£25m per fund	
- Multi Asset Income funds		£25m per fund	

- Property funds		£75m or 5% of total fund value if greater	
- Bond funds		£25m per fund	
- Equity Income Funds		£25m per fund	
- Real Estate Investment Trusts		£25m per fund	

64. This table should be read in conjunction with the notes below.

* Minimum credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

65. **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

66. **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used.

67. **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investments with banks rated below the agreed minimum rating of A- are restricted to overnight deposits with the Council's current banking services provider.

68. **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed.

69. **Money Market Funds:** Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts. They have the advantage over bank accounts of providing wide diversification

of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to Money Market Funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

70. **Pooled investment funds:** Bond, equity, multi-asset and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
71. **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
72. **Other investment:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
73. **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings

74. Credit ratings are obtained and monitored by the Council's treasury advisors, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
75. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that entity until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments

76. The Council understands that credit ratings are good but not perfect predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the entities in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from Link Group, the Council's treasury management advisor. No investments will be made with an entity if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
77. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government or with other local authorities. This may cause investment returns to fall but will protect the principal sum invested.

Investment limits

78. The Council may invest its surplus funds with any of the counterparty types listed above subject to the cash limits per counterparty and the durations shown in the table at paragraph 63.

Liquidity management

79. The Council forecasts its cash flow requirements to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.
80. The Council will spread its liquid cash over several bank accounts and money market funds to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

Treasury Management Prudential Indicators

81. The Council measures and manages its exposures to treasury management risks using the following indicators.
82. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its internally managed investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2,

etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Minimum Level
Portfolio average credit rating	AA-

83. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity risk indicator	Minimum Level
Total cash available within 3 months	£75m

84. **Interest rate exposure:** The 2021 CIPFA Prudential Code removes the requirement to set treasury indicators for fixed and variable interest rate exposure. Instead, the Council is required to set out how it intends to manage interest rate exposure.

This organisation will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements and management information arrangements.

It will achieve this by the prudent use of its approved instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

85. **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 5 years	50%	0%
5 years and within 10 years	50%	0%
10 years and within 20 years	50%	0%
20 years and within 40 years	50%	0%
40 years and longer	50%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

86. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2025-26	2026-27	2027-28	No fixed date
Limit on principal invested beyond year end	£150m	£100m	£50m	£200m

Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

87. **Liability indicator:** see paragraph 32 above.

Related Matters

88. The CIPFA Code requires the Council to include the following in its Treasury Management Strategy.
89. **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over councils' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
90. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
91. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
92. In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
93. **Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers, allowing it access to a greater range of services but without the

greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council’s treasury management activities, the Corporate Director of Finance believes this to be the most appropriate status.

94. **IFRS 9 Statutory Override:** Under the accounting standard IFRS 9, entities are required to recognise the revenue impact arising from the movement in value of investments held at fair value. The MHCLG (DLUHC) initially enacted a statutory over-ride from 1 April 2018 for a five-year period until 31 March 2023 following the introduction of IFRS 9 in respect of the requirement for any unrealised capital gains or losses on marketable pooled funds to be chargeable in year. This was subsequently extended to 31 March 2025 and has the effect of allowing any unrealised capital gains or losses arising from qualifying investments to be held on the balance sheet until 31 March 2025. The Council currently holds investment assets which fall under the statutory override (the strategic pooled funds) and which will be subject to the provisions of IFRS 9 if (as anticipated) and when the override expires on 31 March 2025. In effect, this means the Council will recognise unrealised gains and losses on these investments within the revenue budget from 2025-26.

Financial Implications

95. The budget for external borrowing costs for 2025-26 is £31.1m based on the Council’s current external debt portfolio (anticipated to be £710m at 31 March 2026) and assuming no new external borrowing is undertaken during 2025-26.

96. The budget for net investment income in 2025-26 is £11.5m, based on an average investment portfolio of £442m at an average interest rate of 4.00%.² If actual levels of investments and borrowing, or actual interest rates, differ from forecast, performance against budget will be correspondingly different.

97. The resultant net cost of treasury (interest payable costs less net investment income) is expected to be £19.6m for 2025-26.

Other Options Considered

98. The CIPFA Code does not prescribe any particular Treasury Management Strategy for councils to adopt. The Corporate Director of Finance, having consulted the Treasury Management Group, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
-------------	----------------------------------	---------------------------

² Gross investment income for 2025-26 is estimated to be £19.8m including £8.3m attributable to other bodies.

Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income in the long term	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income in the long term though potentially not in the short term	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management.

Training was most recently undertaken by members on 23 November 2023 and further training will be arranged as required.

Annex A – Existing Investment & Debt Portfolio Position

	30-Nov-24	30-Nov-24
	Actual Portfolio	Average Rate
	£m	%
External borrowing		
Public Works Loan Board	432.40	4.33
LOBO loans from banks	90.00	4.15
Banks and other lenders (Fixed term)	216.10	4.54
Streetlighting Project	8.17	2.88
Total external borrowing	746.68	4.35
Treasury investments		
Bank Call Accounts	6.00	4.20
Covered bonds (secured)	130.90	4.45
Government (incl. local authorities)	3.32	5.23
Money Market Funds	116.05	4.03
Equity	1.30	
No Use Empty Loans	19.21	3.58
Total internally managed investments	276.78	4.20
Pooled investments funds		
- Property	54.56	5.35
- Multi Asset	56.06	4.60
- Absolute Return	5.42	3.68
- Equity UK	33.56	6.37
- Equity Global	30.17	4.60
Total pooled investments	179.77	5.17
Total treasury investments	456.55	4.58
Net debt	290.12	

GLOSSARY

Local Authority Treasury Management Terms

Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets
Borrowing	Usually refers to the stock of outstanding loans owed and bonds issued.
CFR	Capital Financing Requirement. A council's underlying need to hold debt for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed. The CFR increases with capital expenditure and decreases with capital finance and MRP.
Capital gain or loss	An increase or decrease in the capital value of an investment, for example through movements in its market price.
Collective investment scheme	Scheme in which multiple investors collectively hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Cost of carry	When a loan is borrowed in advance of need, the difference between the interest payable on the loan and the income earned from investing the cash in the interim.
Counterparty	The other party to a loan, investment or other contract.
Counterparty limit	The maximum amount an investor is willing to lend to a counterparty, in order to manage credit risk.
Covered bond	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds. Covered bonds are exempt from bail-in.
CPI	Consumer Price Index - the measure of inflation targeted by the Monetary Policy Committee.
Deposit	A regulated placing of cash with a financial institution. Deposits are not tradable on financial markets.
Diversified income fund	A collective investment scheme that invests in a range of bonds, equity and property in order to minimise price risk, and also focuses on investments that pay income.
Dividend	Income paid to investors in shares and collective investment schemes. Dividends are not contractual, and the amount is therefore not known in advance.
DMADF	Debt Management Account Deposit Facility – a facility offered by the DMO enabling councils to deposit cash at very low credit risk. Not available in Northern Ireland.
DMO	Debt Management Office – an executive agency of HM Treasury that deals with central government's debt and investments.
Equity	An investment which usually confers ownership and voting rights
Floating rate note (FRN)	Bond where the interest rate changes at set intervals linked to a market variable, most commonly 3-month LIBOR or SONIA

Appendix L

FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two
GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
GILT	Bond issued by the UK Government, taking its name from the gilt-edged paper they were originally printed on.
Income return	Return on investment from dividends, interest and rent but excluding capital gains and losses.
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010
IMF	International Monetary Fund
LIBID	London interbank bid rate - the benchmark interest rate at which banks bid to borrow cash from other banks, traditionally 0.125% lower than LIBOR.
LIBOR	London interbank offer rate - the benchmark interest rate at which banks offer to lend cash to other banks. Published every London working day at 11am for various currencies and terms. Due to be phased out by 2022.
LOBO	Lender's Option Borrower's option
MMF	Money Market Funds. A collective investment scheme which invests in a range of short-term assets providing high credit quality and high liquidity. Usually refers to Constant Net Asset Value (CNAV) and Low Volatility Net Asset Value (LVNAV) funds with a Weighted Average Maturity (WAM) under 60 days which offer instant access, but the European Union definition extends to include cash plus funds
Monetary Policy	Measures taken by central banks to boost or slow the economy, usually via changes in interest rates. Monetary easing refers to cuts in interest rates, making it cheaper for households and businesses to borrow and hence spend more, boosting the economy, while monetary tightening refers to the opposite. See also fiscal policy and quantitative easing.
MPC	Monetary Policy Committee. Committee of the Bank of England responsible for implementing monetary policy in the UK by changing Bank Rate and quantitative easing with the aim of keeping CPI inflation at around 2%.
MRP	Minimum Revenue Provision – an annual amount that local authorities are required to set aside and charge to revenue for the repayment of debt associated with capital expenditure. Local authorities are required by law to have regard to government guidance on MRP. Not applicable in Scotland, but see Loans Fund
Pooled Fund	Scheme in which multiple investors hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Prudential Code	Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice. Local authorities are required by law to have regard to the Prudential Code. The Code was update din December 2021

Appendix L

PWLB	Public Works Loan Board – a statutory body operating within the Debt Management Office (DMO) that lends money from the National Loans Fund to councils and other prescribed bodies and collects the repayments. Not available in Northern Ireland.
Quantitative easing (QE)	Process by which central banks directly increase the quantity of money in the economy in order to promote GDP growth and prevent deflation. Normally achieved by the central bank buying government bonds in exchange for newly created money.
REIT	Real estate investment trust – a company whose main activity is owning investment property and is therefore similar to a property fund in many ways
Share	An equity investment, which usually also confers ownership and voting rights
Short-term	Usually means less than one year
SONIA	Based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors
Total return	The overall return on an investment, including interest, dividends, rent, fees and capital gains and losses.
Weighted average life (WAL)	The weighted average time for principal repayment, that is, the average time it takes for every dollar of principal to be repaid. The time weights are based on the principal payments,
Weighted average maturity (WAM)	The weighted average maturity or WAM is the weighted average amount of time until the securities in a portfolio mature.

INVESTMENT STRATEGY

Introduction

- 1.1 This investment strategy meets the statutory guidance issued by the government in January 2018 (Statutory Guidance on Local Government Investments 3rd Edition).
- 1.2 The Authority invests its money for three broad purposes:
 - Because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as treasury management investments),
 - To support local public services by lending to or buying shares in other organisations (service investments), and
 - To earn investment income (known as commercial investments where this is the main purpose).
- 1.3 The Investment Strategy focusses on the second and third of these categories. Treasury management investments are covered separately in the Treasury Management Strategy – see Appendix L to the final draft budget report.
- 1.4 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy.
- 1.5 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
- 1.6 **Further details:** Full details of the Authority's policies and its plan for 2025/26 for treasury management investments are covered in a separate document, the Treasury Management Strategy, at Appendix L.
- 1.7 The Authority will also be looking to invest in schemes where there is an environmental benefit in its future strategy linked to the Council's desire to achieve the net zero target by 2050.

Service Investments: Loans

- 1.8 The Council lends money for service and regeneration purposes, and to subsidiaries.

1.9 The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. To limit this risk financial vetting is done prior to distributing loans and the value of the loans is immaterial.

1.10 As at 31.03.24 the Council had the following amounts outstanding in relation to loans distributed by its own funding:

Loans in relation to:	Investment Value £m
Kent Empty Property Initiative - No Use Empty	16.078
Marsh Millions	0.048
Kent PFI Company 1 Ltd	2.201
EDSECO Ltd (Trading as The Education People)	0.000
Visit Kent	0.150
Loan to Developer re Chilmington Green	2.580
Total service investments - loans	21.057

Kent Empty Property Initiative - No Use Empty

1.11 The Council runs a “No Use Empty” initiative, which was set up in 2005 with the aim of returning long term empty properties back into use. This operates as a revolving loan fund and is open to those who currently own or have acquired a long-term empty property which needs financial assistance to bring the property back into use for rental or sale. As at 31 March 2024 the debt due to KCC under the scheme totalled £16.078m. Since its inception, the scheme has awarded £61.7m in loans, of which only £143k has been written off as a bad debt. This represents a mere 0.23% of the total loans awarded. The extremely low value of bad debts is aided by the scheme operating a robust application and assessment process, which includes ID checks and proof of additional funds. The applicant must provide at their cost an independent valuation undertaken by a Chartered Surveyor (RICS) to establish current and future values. This is also used within the assessment process as any loan awarded is secured as a charge and registered with Land Registry or Companies House if applicable. Loans are typically offered over 2 or 3 years. A supplementary scheme began in 2020-21 which has allowed an additional £42m of loans to be approved for new builds. These loans provide a 4% return to the Council and there are currently no bad debts associated with these loans.

Marsh Millions

1.12 KCC contributed to the Marsh Millions loan scheme. This was set up to aid small businesses in the Romney Marsh area. As at 31.03.24 the balance outstanding to KCC was £0.048m.

Kent PFI Company 1 Ltd

- 1.13 In 2013-14 KCC purchased loan notes in Kent PFI Company 1 Ltd, which is the holding company to the contractor who runs six schools for KCC under a Private Finance Initiative (PFI) arrangement. As at 31.03.24 the balance outstanding to KCC was £2.201m.

EDSECO Ltd (Trading as The Education People)

- 1.14 During 2019-20 a loan agreement was drawn up with EDSECo, trading as The Education People, for £2.2m to aid the start-up of the company. The loan was repaid in full on 28th April 2023 so the balance as at 31.03.24 was £nil.

1.15 Visit Kent

During 2020-21 KCC gave a loan to Visit Kent and the balance as at 31.03.24 was £0.15m. Repayment is due in April 2026.

1.16 Loan to Developer re Chilmington Green

The Council entered into a loan agreement with a developer in March 2024, in order for the developer to deliver infrastructure works which are required before the site transfers to the Department for Education (DfE), for the DfE to then build a new secondary school at Chilmington Green, Ashford. The loan is due to be repaid before 1st March 2027.

Service Investments: Shares

- 1.17 As at 31.03.24 the Council had the following equity investments:

Company	Amount Invested £m	Value in Accounts (Fair Value) as at 31.03.24 £m
Kent PFI Company 1 Ltd (Note 1)	1.902	0.950
Global Commercial Service Group Ltd (previously Kent Holdco Ltd)	7.890	15.530
Total service investments - shares	9.792	16.480

Note 1: Kent PFI Company 1 Ltd is the special purpose vehicle (SPV) for the BSF School's PFI contract. The PFI contract is the only asset of the SPV and, as such, the value of the investment in Kent PFI Company 1 Ltd is expected to diminish over the remainder of the PFI contract term.

1.18 **Service Investment: Property**

As at 31.03.24 the Council had the following service investments in property:

Property	Initial Investment (Build Costs) £m	Value in Accounts (Fair Value) as at 31.03.24 £m
Creative Enterprise Quarter Industrial Units, Ashford units 1, 2, 3, 14, 18, 19, 20, 21, 22, 23, 24	2.474	2.605
Jasmin Vardimon Dance Laboratory	6.401	4.542
Kings Hill Solar Park	4.230	5.146
Total service investments - property	13.105	12.293

Creative Enterprise Quarter, and Jasmin Vardimon Dance Laboratory, Ashford.

KCC has invested in the Creative Enterprise Quarter in Ashford, using both own resources and a significant amount of external funding to create a suitable space for the Jasmin Vardimon Dance Laboratory. This investment included the build of industrial units to ensure a financially viable project. Some of the units have been sold and those identified in the table are being retained for rental income.

Kings Hill Solar Park

KCC has invested in the construction of a solar park as part of its Net Zero strategy, by using a significant amount of public sector decarbonisation grant funding and its own resources. This came into operation in October 2023 and provides an income stream through the Global Commercial Service Group (previously Kent Holdco Ltd).

- 1.19 The Council considers each investment on a case-by-case basis and uses several criteria to obtain a risk/benefit analysis for the Council. Overall, the value of loans outstanding and equity investments as at 31.03.24 are immaterial in relation to the Council's balance sheet. The service benefits derived from these investments are deemed to outweigh the risks. The Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue payments.

Commercial Investments: Property

- 1.20 The Council invests in property with the intention of making a profit that will be spent on local public services. The main property investments are listed below:

Property	Purchase/ build cost (including fees)	Value in accounts as at 31.03.23	Value in accounts as at 31.03.24
	£m	£m	£m
Sheehan House	0.723	1.080	0.780
Eurogate	2.275	3.511	3.398
1 & 42 Kings Hill Avenue	23.000	25.883	26.095
Total	25.998	30.474	30.273

- 1.21 There are several other properties that now come under the definition of investment, because they are held by the Council for no other purpose other than for income or appreciation, although the original acquisition was not for investment purposes. The total value of these properties owned by the Council as at 31.03.24 is disclosed below:

	Value in accounts as at 31.03.23	Value in accounts as at 31.03.24
	£m	£m
Total of other property investments	5.582	3.993

- 1.22 **Security:** In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs, which the table above shows is the case for all such properties.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2024-25 year-end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments including any revenue consequences. However, the Council is not specifically relying on the sale of these assets to fund future expenditure, therefore the risk relating to fluctuations in the property market is minimal.

Investment Indicators

1.23 The Council has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions:

- 1) Total Risk Exposure: the first indicator shows the Council's total exposure to potential investment losses.

Investment exposure	31.03.24 Actual £m
Service investments: Loans	21.057
Service investments: Shares	9.792
Service investments: Property	13.105
Commercial investments: Property	25.998
Total	69.952

- 2) Net income from commercial and service investments to net revenue stream: This prudential indicator is calculated to show the proportion of income from commercial and service investments to the Council's net revenue stream and is included in the Council's Capital Strategy document at Appendix N. This indicator shows that the proportion of income from commercial and service investments to net revenue stream is forecast to be 0.34% for 2024-25.

1.24 Other investment indicators:

It is not considered necessary to publish any additional investment indicators at this time, but this will be reviewed annually.

CAPITAL STRATEGY

INTRODUCTION

- 1.1 This Capital Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It sets out the strategic direction for KCC's capital management and investment plans and is an integral part of our medium to long term financial and service planning and budget setting process. It establishes the principles for prioritising KCC's capital investment and incorporates requirements from the prudential system.

Capital Expenditure and Financing

- 1.2 Capital expenditure is where the Council spends money on assets, such as property, highways assets or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are deemed *de-minimis*, they are not capitalised and are instead charged to revenue in year.

- 1.3 Details of the Council's policy on capitalisation are included in the Council's annual Statement of Accounts, the relevant extract is set out below:

"Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

- 1.4 All expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment above our *de-minimis* of £10k (£2k in schools) is capitalised on an accruals basis. In this context, enhancement means work that has substantially increased the value or use of the assets. Work that has not been completed by the end of the year is carried forward as "assets under construction".

Capital Strategy Principles

- 1.5 The core principles of the Council's Capital Strategy are as follows:

The Capital Strategy will:

- Be based on delivering the Council's strategic priorities,
- Set out and deliver its statutory responsibilities on a risk-based approach,
- Ensure the capital programme is long term (10 years), deliverable, realistic and affordable,

- Exclude property investments where loans are provided to third parties, such as No Use Empty – these will be considered as part of the Treasury Management Strategy,
- Review the current practice of “no new borrowing” for consideration in 2026-27.
- Health and safety aspects of the Council’s estate and roads will be monitored closely and prioritised accordingly, with emergency situations being dealt with.

The Council’s Strategic Outcomes

- 1.6 *Framing Kent’s Future* – Our Council Strategy 2022-2026, is KCC’s Strategic Statement. *Framing Kent’s Future* sets priorities to ensure we are harnessing the opportunities and addressing the challenges being faced by KCC as an organisation and by the residents of Kent It is structured around four strategic priorities that KCC will aim to deliver - Levelling Up Kent, Infrastructure for Communities, Environmental Step Change and New Models of Care and Support. The overall budget strategy, articulated through *Securing Kent’s Future* has recognised that due to the economic consequences of global and national circumstances there will be policy and service decisions that must be taken to balance the budget which could run counter to the priorities and ambitions set out in *Framing Kent’s Future*. This applies equally to the capital strategy. This means that delivery of some of the ambitions may be deferred until later in the four-year period, with a greater focus in the short-term on ensuring the Council’s financial position is sustainable in the medium term, with a particular focus on the New Models of Care and Support priority.
- 1.7 The Capital Strategy will be refreshed annually to incorporate the organisation’s strategic direction. Business planning across the organisation will adapt to the council’s circumstances for 2025-26, providing oversight of key activity across the Council that contributes to both strategic ambitions and financial sustainability. The capital programme will align itself to the business planning process.
- 1.8 Capital investment should also evidence how it will support the priorities and principles set out in significant strategies. The following are examples of the Council’s key strategies:
- Local Transport Plan 5 – this plan sets out the county’s strategic transport priorities
 - Highways Asset Management Plan 2021/22 to 2025/26.
 - Strategy for the Future of Education in Kent 2025-2030 (Due for publication in 2025)
 - Commissioning Plan for Education Provision 2024-28 – this sets out changes to existing schools and commissioning of new schools.
 - The KCC Environment Plan.
 - Asset Management Strategy– this sets the framework for managing the Council’s property portfolio effectively.
 - KCC Digital Strategy 2024-27 – this outlines the plans for digital transformation within the council.

- KCC’s People Strategy 2022-27 – this sets out how it will shape the future of work within the council.
- Making a difference every day - Our strategy for Adult Social Care 2022 to 2027.

Affordability

- 1.9 Capital plays an important role in delivering long-term priorities as it can be targeted in creative and innovative ways. However, capital is not unlimited or “free money” – capital funding decisions can have significant revenue implications. Every £10m of prudential borrowing costs approximately £0.9m per annum in revenue financing costs (including repayment of the principal) for 25 years, assuming an asset life of 25 years. For Information Technology projects the revenue costs are much higher per annum as the life is shorter. This is in addition to any ongoing maintenance and running costs associated with the investment. The more revenue that is tied up to repay borrowing, the less is available for service provision, and this is considered alongside revenue pressures.
- 1.10 In assessing affordability, indicators set by the Prudential Code and the Council’s own internal set of fiscal indicators are considered. The fiscal indicator “net debt costs should not exceed 10% of net revenue spending” is considered a suitable indicator to help ensure long-term affordability of the capital programme. The Council is following the reporting requirements of the 2021 Prudential Code.
- 1.11 In 2024-25, the Council is planning capital expenditure of £m as shown in the following table:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £millions

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
General Fund services	236.9	347.6	283.0	272.8	178.9
Capital investments*	0.4	0.1	0.1	0.0	0.0
TOTAL	237.3	347.7	283.1	272.8	178.9

*Represents spend on service investments.

- 1.12 The main General Fund capital projects for 2025-26 include: investments in highways and other transport improvements (£76m), highways, structures & waste enhancement (£71m), additional school places to increase capacity (£66m), other school projects (£31m), modernisation and improved utilisation of council premises (£26m), economic development initiatives (£11m), community projects (£1m) and adults, social care and health (£1m). The

Council does not incur capital expenditure on investments primarily for financial return which is in line with the 2021 Prudential Code.

- 1.13 **Governance:** Service managers bid to include projects in the Council's capital programme. Capital finance colleagues provide advice during this process. Projects must come forward with alternative options for delivering outcomes, and with a variety of funding options. All projects must be supported by a business case, using the agreed template which captures this information. The business case must also show realistic phasing of the proposed project, with project plans to support this. If a project slips, funding assigned to that project could have been attributed to other worthy projects that were ready to proceed. A critical element of the business case is to identify revenue costs and revenue savings as these will be integral to the budget setting process. Bids are collated by the Capital Team in Corporate Finance who calculate the financing cost (which can be nil if the project is fully externally financed). These are then discussed as part of the budget process, and the final capital programme is presented to Cabinet in January and to County Council in February each year for approval. Bids requiring KCC funding are not currently being encouraged to mitigate against the challenging global and national financial situation.

Statutory Requirements

- 1.14 The Council will ensure that appropriate capital funding is allocated on a risk-based approach, to meet immediate statutory requirements, such as basic need, health and safety, Disability Discrimination Act (DDA) and other legal requirements. Increasingly, it is anticipated that satisfying statutory requirements and avoidance of legal challenges will need to play a more prominent role in capital investment decisions. Nonetheless, whilst there may be a statutory requirement, capital bids will still need to explore alternative options to satisfy the affordability requirement. Capital spend may not always be necessary to achieve the minimum or required outcomes. Funding for capital projects will be applied in the most logical and efficient way, for example, to use specific grants for their intended purpose or time limited funding first, and where grant is not sufficient other sources of external funding will be explored, before using the Council's resources.

Invest/Spend to save bids

- 1.15 Invest/spend to save bids are encouraged as these will be integral to achieving additional savings/income which is increasingly important to ease the pressure on the revenue budget, although not at the expense of meeting the Council's statutory obligations and strategic priorities. Any bids under this category will be rigorously reviewed and challenged to ensure all relevant costs including any costs of borrowing or other revenue impacts have been adequately accounted for and the identified savings are realistically achievable within a reasonable period.

Enhancement of Existing Estate and Roads

- 1.16 Maintenance of the estate and highway roads and structures network is coming under increasing pressure following years of reactive works. The 10-year capital planning period helps provide the service with future funding stability and the ability to highlight forthcoming pressures for early consideration by Members. In addition to the investment set out in Appendices A and B, funding will be made accessible if required for urgent/emergency works.
- Full details of the Council’s capital programme are set out in Appendices A and B.

FUNDING

- 1.17 All capital expenditure must be financed, either from external sources (government grants, developer contributions and other external funding), the Council’s own resources (revenue, reserves and capital receipts from sale of assets) or borrowing. The planned financing of the above expenditure is shown in the following table.

Table 2: Capital financing in £millions

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
External sources*	172.5	283.7	208.1	179.3	121.5
Own resources	29.8	23.6	29.8	10.6	7.0
Borrowing	35.0	40.4	45.2	82.9	50.4
TOTAL	237.3	347.7	283.1	272.8	178.9

*External sources include funding from loan repayments. The Council operates several revolving loan schemes, the majority of which are funded from external sources. However, this will also include an element of funding that was originally from the Council’s own resources but cannot now be separately identified.

Grants

- 1.18 The challenging financial environment means that national government grants are reducing or changing in nature and becoming more heavily prescribed. These prescriptions reduce the freedom to decide where and how to spend grants – they are largely tied to specific service areas such as education or highways and must be closely monitored. The Council’s aim is to use other, less specific grants for their intended purpose in a way that meets statutory obligations. Where the grant is not sufficient, other sources of external funding such as Central Government grants and s106/Community Infrastructure Levy

(CIL) will be explored first, before using the Council's resources such as capital receipts and borrowing.

Developer Contributions: Community Infrastructure Levy (CIL)/S106

- 1.19 Developer contributions assist in mitigating the impact of new development on infrastructure. Funding can only be secured if it meets the three statutory tests set out in Regulation 122 of the Community Infrastructure Levy Regulations 2010 (Statutory Instrument 2010/948). The nature of s106 agreements means that once the total funding figure has been secured with a s106 contract, in some cases, the funding is received by the County Council in staged payments as the development is built out, with the full funding potentially not received until the development has been fully completed. Depending on size, a development can take several years to be fully completed. Developer contributions will be built into the programme at the point they are secured within s106 agreements, but it must also be recognised that at this point there are still risks around the timing that funding is received. Careful monitoring of expenditure against funding triggers is therefore a critical factor to be considered when profiling capital spend that includes developer contributions.
- 1.20 Any forward funding arrangements of developer contributions must be approved to ensure appropriate debt costs of forward funding are built into the repayments. The repayment schedule must be formalised by being built into the s106 agreement. It is always difficult to predict when a development will commence and how long it takes to be completed. Therefore, ongoing engagement between Infrastructure and the Development Investment Team, alongside the monitoring of development progress, is critical to ensure infrastructure is delivered at the most efficient time.
- 1.21 Several districts in Kent have adopted the Community Infrastructure Levy (CIL), a flat rate tariff charge based on the floorspace of the development being proposed. CIL rates are set by districts, as the Charging Authorities, through their CIL Charging Schedules. They are also responsible for collection and spend of the levy. The share of CIL funding which the County Council will receive varies across the County and also depends on the individual CIL governance that is set up and the decisions of district council administered CIL Spending Boards. This means that the future CIL income is unknown and cannot currently be forecast, as unlike s106 agreements, KCC does not automatically receive a share.
- 1.22 The "pooling restriction" was removed in 2019 through a further amendment to the original Community Infrastructure Levy Regulations 2010. This had previously prevented local authorities using more than five section 106 obligations to fund a single infrastructure project. This is a positive move as a single infrastructure project can now be funded by a number of Section 106 agreements or, combined with CIL, and will therefore help to unlock funds. However, the monitoring requirements have increased significantly, including the statutory requirement to produce an annual [Infrastructure Funding Statement](#) which demonstrates the amount of developer contributions being held by the authority for expenditure on specific capital projects.

1.23 Emerging Government policy and legislation, including the Levelling Up and Regeneration Act 2023, may potentially have a significant impact on the way developer contribution funding is collected and distributed in the future. The Act introduced a new Infrastructure Levy, intended to replace the Section 106 and CIL regimes. The new Government elected in 2024 has indicated that the Infrastructure Levy will not be taken forward and the existing CIL and Section 106 regimes will remain in place, albeit subject to further reform. The Government is yet to publish any further details as to how changes to developer contributions will be taken forward.

Borrowing

1.24 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Borrowing is a combination of external loans and internal borrowing (from cash reserves). Debt is usually only repaid when a loan matures. Occasionally the Council can refinance debt with replacement borrowing at a lower rate of interest, this is rare as there are usually excessive penalties to repay loans earlier than their normal maturity. Planned MRP debt during the medium-term planning period is as follows:

Table 3: Replacement of debt finance (MRP) in £millions

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
MRP	59.4	59.7	60.1	60.9	67.9

➤ The Council’s full minimum revenue provision statement is at Appendix O.

1.25 The level of borrowing to fund the capital programme considers the revenue implications and the requirements of the prudential code. In line with the Code, borrowing is not undertaken in advance of need. The 10-year capital programme planning period will assist in more effective management of borrowing levels over the longer-term.

1.26 The Council’s cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with repayments from MRP and capital receipts used to replace debt. The CFR is expected to decrease by £19.3m during 2024-25 to £1.249bn. Based on the above figures for expenditure and financing, the Council’s estimated CFR is shown in table 4:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement
£millions*

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
TOTAL CFR	1,268.3	1,249.0	1,234.1	1,256.1	1,238.6

The in-year movement in the total row equals borrowing from table 2 less MRP from table 3.

As a result of International Financial Reporting Standard (IFRS)16 the CFR will increase by approximately £56m as at 31.03.2025.

Asset Management and Capital Receipts

- 1.27 To ensure that capital assets remain useful in the long term, the Council has recently been finalising the 2024-2030 Asset Management Strategy (AMS) to replace the current 2018-2023 Strategy. This new Strategy provides a framework for effectively managing the Council’s owned, tenanted, and leased assets over the next 6 years. It aligns with Kent County Council’s (KCC’s) statutory duties, policies, and corporate strategies, guiding future strategic property decisions.

The Strategy aims for optimal and flexible use of these assets, ensuring they are appropriately located and sustainably maintained. It considers the future needs of KCC’s services, with short, medium, and long-term planning. This approach ensures that the Council’s assets are effectively utilised and future proofed.

Additionally, the Strategy promotes efficient use of KCC’s assets and encourages collaboration with partners for shared use, enhancing efficiency in delivering KCC’s statutory and essential services. Securing our short and medium-term position is crucial for effective future planning. Property assets play a vital role in supporting and enabling the Council to transform public service delivery with partners, making an innovative and forward-thinking strategy essential.

- 1.28 When a capital asset is no longer needed, a full options appraisal will determine its future. The asset may be sold, and the proceeds, known as capital receipts, can be used to fund new assets or repay debt. The Council has implemented a rigorous disposal programme over the past few years, which has helped minimise borrowing levels. However, moving forward, the same level of receipts will not be achievable as many surplus assets have already been sold.

Increasingly, capital receipts will need to be generated from underutilised assets rather than surplus ones. In some cases, this may require additional

capital investment to maximise potential capital receipts. Such investments will be subject to robust assessment protocols on an individual scheme basis as part of refreshing future capital programmes.

The Council's Infrastructure division will continue to collaborate with service directorates and public sector partners to explore options for optimising asset use. This includes seeking to release property and maximise capital receipts, with the aim of creating a sustainable pipeline of funds for the future.

Capital investment in the estate

- 1.29 The new AMS refers to ensuring that any business cases for investment in new non-school buildings not only considers the upfront costs to deliver and the day to day running costs, but also the environmental impact of increasing the size of the estate. It is also critical that any business case includes revenue contributions to a capital reserve for the buildings long term maintenance costs as the existing budget used for that, the Modernisation of assets budget, is already stretched too far as its insufficient for the number of non-school assets that KCC is responsible for.
- 1.30 In the later years of the AMS, to ensure the estate can be managed sustainably, it may be necessary to invest in new technology and systems to optimise the management of the buildings. This will be on an invest to save basis that demonstrates the benefits of the investment.
- 1.31 The Council plans to use up to £8m of capital receipts (under the Government direction that allows revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services to be funded from asset sale proceeds) as a one-off measure to balance the 2025-26 revenue budget. This reduces the level of receipts available to fund capital expenditure.
- 1.32 Repayments to the Council of capital grants, loans to third parties and investments also generate capital receipts. The timing of when capital receipts are banked and applied to fund the capital programme will not necessarily match, and where necessary, timing differences will be managed through short term internal borrowing from cash balances. The following table shows when the Council plans to apply capital receipts and loan repayments to fund the capital programme in the coming financial years:

Table 5: Capital receipts to be applied in £millions

	Prior Years	2025-26 budget	2026-27 budget	2027-28 budget
Application of asset sales	16.7	16.1	4.4	0.5
Loan repayments	71.1	9.4	8.6	10.6

Treasury Management

- 1.33 Treasury management is concerned with keeping sufficient, but not excessive, cash available to meet the Council's spending needs while managing the risks involved. Surplus cash is invested earning revenue income until required, while any liquidity shortage would be met by short-term borrowing to avoid excessive overdraft fees. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 1.34 As documented in the proposed treasury management strategy for 2025-26, the budget for external borrowing costs for 2025-26 is £31.1m based on the Council's current external debt portfolio (anticipated to be £710m at 31 March 2026) and assuming no new external borrowing is undertaken during 2025-26. The budget for net investment income in 2025-26 is £11.5m, based on an average investment portfolio of £442m at an average interest rate of 4.00%.¹ If actual levels of investments and borrowing, or actual interest rates, differ from forecast, performance against budget will be correspondingly different. The resultant net cost of treasury (interest payable costs less net investment income) is expected to be £19.6m for 2025-26.
- 1.35 **Borrowing strategy:** The Council's main objective when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. The Council does not borrow for the primary purpose of financial return and therefore retains full access to the Public Works Loan Board.
- 1.36 Projected levels of the Council's total outstanding debt comprising external borrowing and other long-term liabilities identified in the balance sheet (including PFI liabilities, leases, etc) are shown below, compared with the capital financing requirement (see above) and the resulting balance funded from internal borrowing (cash balances).

¹ Gross investment income for 2025-26 is estimated to be £19.8m including £8.3m attributable to other bodies.

APPENDIX N

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £millions

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
Other Long-term Liabilities**	178.5	169.3	159.1	147.8	136.8
External Borrowing*	771.9	716.0	684.7	660.6	653.3
Total Debt	950.4	885.3	843.8	808.4	790.1
Capital Financing Requirement**	1,268.3	1,249.0	1,234.1	1,256.1	1,238.6
Internal Borrowing (cash balances)	317.9	363.7	390.3	447.7	448.5

*The Council manages debt on behalf of Medway Council that was transferred to it following the reorganisation that created Medway Council. The value of this debt has been excluded from external borrowing shown in table 6 in accordance with the Prudential Code.

** Both the CFR and the other long term liabilities figures will be impacted by IFRS16 by approximately £56m as at 31.03.25. This will have no overall impact on the Internal Borrowing (cash balances) figure. Under this new standard the treatment of leases will change from the current distinction between operating and finance leases, leading to more leases being recognised on the balance sheet.

1.37 Statutory guidance is that total debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

1.38 **Liability benchmark:** To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This is shown in the Treasury Management Strategy at Appendix L.

1.39 **Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit. Both limits are set with reference to the Council's plans for capital expenditure and financing. The authorised limit provides headroom over and above the operational boundary sufficient for unusual cash movements.

➤ Further details on borrowing are in the Treasury Management Strategy – see Appendix L.

Table 7: Prudential Indicator: Authorised limit and operational boundary for external debt in £millions

	2024-25 limit	2025-26 limit	2026-27 limit	2027-28 limit
Authorised limit – borrowing	1,260.6	1,200.6	1,232.8	1,225.4
Authorised limit – other long-term liabilities	168.0	239.9	228.6	217.6
Authorised limit – total external debt	1,428.6	1,440.5	1,461.4	1,443.0
Operational boundary – borrowing	1,160.6	1,100.6	1,132.8	1,125.4
Operational boundary – other long-term liabilities	168.0	214.9	203.6	192.6
Operational boundary – total external debt	1,328.6	1,315.5	1,336.4	1,318.0

The operational boundaries and authorised limit include capacity for managing the transferred debt belonging to Medway Council as referred to under table 6. This ensures that the Council has sufficient capacity to manage its own ultimate borrowing requirement.

The operational boundary has been increased to reflect the expected impact of IFRS16 from 31.03.25.

1.40 **Treasury Investment strategy:** Treasury investments arise from receiving cash before it is paid out again, including balances of reserves. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

1.41 The Council’s policy on treasury investments is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, the liquidity of investments and the risk of receiving unsuitably low investment income. Cash that is likely to be spent in the near term is invested securely, in particular in Money Market Funds, with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, equity and property funds, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy, and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
Near-term investments	278.9	206.6	185.7	146.1	199.2
Longer-term investments	174.5	179.0	180.8	182.6	184.4
TOTAL	453.4	385.6	366.5	328.7	383.6

- Further details on treasury investments are in the Treasury Management Strategy at Appendix L.

1.42 **Risk management:** The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

1.43 **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Director of Finance and finance staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury management activity are presented to Governance and Audit Committee with half-yearly and annual reports going to County Council. The Treasury Management Group (TMG) is responsible for scrutinising treasury management decisions. This is a Member group supported by officers and chaired by the Cabinet Member for Finance, Corporate and Traded Services.

Investments for Service Purposes

1.44 The Council makes investments to assist local public services, including making loans to or buying shares in other organisations (service investments). In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to generate a surplus after all costs.

1.45 **Governance:** Decisions on service investments are made by the relevant service manager after consultation with and approval of the Corporate Director of Finance and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

- Further details on service investments are in the Investment Strategy at Appendix M.

Commercial Activities

- 1.46 With central government financial support for local public services declining, the Council has, in the past, strategically invested in commercial property purely or mainly for financial gain. Some of these are still held, and all details are available in the Investment Strategy at Appendix M.
- 1.47 With financial return being the main objective, the Council accepted higher risk on commercial investment than with treasury investments. The principal risk exposures include void periods when properties are empty and reductions in market value. These risks were managed by a rigorous appraisal process prior to any acquisition decision. Total commercial investments as at 31st March 2024 were valued at £30.3m.
- 1.48 In line with Government expectations, the Authority will not be pursuing commercial investments going forward.
- 1.49 **Governance:** Decisions on commercial investments and disposals have been made by the Director of Infrastructure in accordance with the Councils constitution, and more relevantly the Property Management Protocol, and following consultation with and approval of the Corporate Director of Finance. Property and most other commercial investments are also capital expenditure and purchases have also been approved as part of the capital programme. The proportion of net income from commercial and service investments to net revenue stream are shown in Table 9.
- Further details on commercial investments and limits on their use are included in the Investment Strategy – Appendix M.

Table 9: Prudential indicator: Net income from commercial and service investments to net revenue stream

	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget	2027/28 budget
Total net income from service and commercial investments £m	8.6	4.9	5.2	4.7	4.7
Proportion of net revenue stream (%)	0.65	0.34	0.34	0.29	0.28

- The Council also has commercial activities in several trading companies, details of which are included in the Investment Strategy – Appendix M.

Liabilities

- 1.50 In addition to the forecast debt detailed in table 6, the Council is committed to making future payments to cover its pension fund deficit (valued at £34.8m as at 31.03.24). It has also set aside £59.4m in general reserves, which is the estimated balance as at 31.03.25 before any drawdown to fund a 2024-25 overspend, should it be required. This reserve balance is to cover unforeseen risks as identified in the Reserves Policy – Appendix G to this document and is after significant drawdown to fund the revenue budget overspend in 2022-23, which if the draft 2025-26 budget proposals are approved will have been fully repaid by 2025-26. The Council has identified a number of budget risks but has not put aside any money because the Council has sufficient reserves (before any drawdown to fund a 2024-25 overspend) to cover these eventualities should they arise. These risks are identified in the Budget Risks Register at Appendix I to this document, which includes the risk of the impact on reserves of the 2024-25 overspend.
- 1.51 **Governance:** Decisions on incurring new discretionary liabilities are taken by service managers after consultation with and approval of the Corporate Director of Finance. The risk of liabilities crystallising and requiring payment is monitored by Corporate Finance and included in monitoring reports.

Revenue Budget Implications

- 1.52 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
Proportion of net revenue stream	8.17	7.41	6.78	6.35	6.39

- 1.53 **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Corporate Director of Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable because of the rigour which has been applied to the appraisal of schemes and the application of an affordable future borrowing strategy based on an absolute fiscal limit that the costs of borrowing cannot exceed 10% of the annual revenue budget. The Capital Programme will be reviewed and revised annually to ensure it is affordable in the medium term.

Knowledge and Skills

- 1.54 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the interim Corporate Director of Finance is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Council's finance team includes a number of qualified accountants who are members of professional accountancy bodies including the Association of Chartered Certified Accountants (ACCA), Chartered Institute of Management Accountants (CIMA), Institute of Chartered Accountants in England and Wales (ICAEW) and CIPFA. In addition, KCC Finance is an approved employer with professional accreditations from ACCA and CIPFA.
- 1.55 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Link Group as treasury management advisers, and Amey/Kier/Skanska as property consultants/facilities management contractors. The Council will use the services of other specialists and consultants as necessary. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 1.56 The Council's policy on the use of external advisers is that where a contract for a consultant is estimated to cost £50,000 or more, details of the proposed award must be forwarded to the relevant Cabinet Member prior to the appropriate officer making the award.

Governance Arrangements

- 1.57 The governance arrangements for the capital programme are as set out in the Council's constitution.

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Annual Minimum Revenue Provision (MRP) Statement

Councils are asked to submit a statement on their policy of making Minimum Revenue Provision (MRP) under the guidance issued by the Secretary of State for the Ministry of Housing, Communities and Local Government, under section 21(1A) of the *Local Government Act 2003* to full Council or similar. Any revision to the original statement must also be issued.

MRP represents the minimum amount that must be charged to a council's revenue account each year for financing capital expenditure, which will have initially been funded by borrowing.

In 2008 the Department for Communities and Local Government (DCLG) issued new guidance on the Minimum Revenue Provision. This guidance provided four ready-made options which would be most relevant for the majority of councils but stated that other approaches are not meant to be ruled out, provided that they are **fully consistent with the statutory duty to make prudent revenue provision**. The options that we have implemented since this new guidance came into operation are:

- 4% of our capital finance requirement before the change in regulations.
- The asset life method in subsequent years. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an "MRP holiday".

The total of these two methods has provided the annual MRP figure since the regulations changed up until 1 April 2014. However, what this did not do was align the MRP with the repayment of debt and other long term liabilities. Since 1 April 2014 we have continued with the existing calculations but then considered whether an adjustment is required to reflect the timing of internal and external debt repayment and other long term liabilities. We will continue with this approach, which is more prudent, given the challenges that the Council continues to face.

Any adjustment made will be reflected in later years to ensure the overall repayment of our liabilities is covered at the appropriate point in time. This will depend on the position of the balance sheet each year and will be a new calculation each year but using the same principles.

This method retains the guidance calculations but allows for a more prudent approach, ensuring that adequate provision is made to ensure debt is repaid.

Each year an updated MRP statement will be presented.

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Flexible use of Capital Receipts Strategy 2025-26

1. Introduction

Traditionally, capital receipts could only be used for specific purposes as set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) regulations 2003 made under section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure. The use of capital receipts to support revenue expenditure is not permitted by the regulations.

The proposals within this Flexible use of Capital Receipts Strategy have been prepared based on a capitalisation direction issued by the Secretary of State under Sections 16(2)(b) and 20 of the Local Government Act 2003: Treatment of Costs as Capital Expenditure.

The government allows local authorities further flexibilities to fund revenue costs from capital sources including allowing borrowing to fund general cost pressures (with a commitment to future efficiency savings), funding specific invest to save revenue costs from borrowing, and allowing authorities to use the proceeds from selling investment assets to fund revenue pressures or increase reserves or repay debt.

2. Process and Regulations

Before the council can flexibly use capital receipts it must prepare, publish, and maintain a 'flexible use of capital receipts strategy'. This must consider the impact of this flexibility on the affordability of borrowing by including updated prudential indicators. Full Council must approve this strategy before any qualifying expenditure is incurred. The current government directive allowing the flexible use of capital receipts ends on 31 March 2030.

Under the Flexible Capital Receipts guidance, the Secretary of State sets out that individual authorities are best placed to decide which expenditure projects are best to be funded by capital receipts. The key criteria for expenditure to qualify is that the schemes must be designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether a project qualifies for the flexibility.

Capital receipts used under the direction must be from genuine disposals (qualifying disposals). That is, disposals where the authority does not retain an interest, directly or indirectly, in the assets once the disposal has occurred.

Each authority should disclose the individual projects that would be funded or part-funded through the capital receipts flexibility to Full Council. This requirement can be satisfied as part of the annual budget setting process, through the Medium Term Financial Plan.

The Guidance recommends that the council produces a 'flexible use of capital receipts strategy' setting out details of projects to be funded through flexible use of capital receipts be prepared prior to the start of each financial year. The Guidance allows local authorities to update the strategy during the year.

It is a required condition of the direction that authorities must send details setting out their planned use of the flexibility to the Secretary of State, in advance of its use for each financial year. This is to make sure that the government is adequately sighted on the use of the flexibility and can monitor how it is used - it is not a process of approval.

Authorities may update their plans and resubmit to the Secretary of State during the year if things change.

3. Proposed Flexible Use of Capital Receipts in 2025-26

The council currently has a number of transformation schemes with one-off or time limited activity costs.

The proposal for 2025-26 is to use £8m of capital receipts funding to support the delivery of the Oracle Cloud project. Oracle Cloud is a transformational replacement of the Technology platform which will modernise the way the core system capabilities work and perform across finance, people and procurement.

The current version of Oracle E Business Solution is 20 years old, and is no longer supported by Oracle. This presents significant risk to KCC which, although mitigated through a specialist support supplier, still presents challenges and inefficient processes.

The aim of this transformational programme is to deliver a solution that allows KCC to take advantage of modern technologies and processes and provide a platform for the future.

The total expenditure on the Oracle Cloud Programme is significant over a three year planning and delivery schedule, with the balance of spending being met from ear-marked reserves.

4. Rationale and Considerations

In the opinion of the Section 151 Officer the expenditure for Oracle Cloud project shown in Section 3, for the council to apply the 'flexible use of capital receipt strategy' freedom, qualifies on the basis that the expenditure would "...generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years...".

The underlying rationale for the approval of the flexibility is to reduce the burden on the council's revenue budget and specifically a greater call on the use of reserves, if needed, and therefore support the wider financial resilience of the council.

Capital receipts are ordinarily used to support the funding of the council's capital programme. Re-directing capital receipts under a 'flexible use of capital receipts strategy' would ordinarily lead to a corresponding increase in the council's underlying need to borrow to fund its planned capital programme. However, the level of capital receipts

forecast to be received by 31 March 2025 has exceeded the assumed amount by £8m, so there is no adverse impact on capital borrowing. Notwithstanding this proposed use of receipts the council will continue to evaluate the use of the capital receipts from a treasury management perspective against other options in terms of utilising these resources to meet the Councils capital financing needs.

5. Financial Implications

Utilising the capital receipts flexibility would mean that the council's reserves would not decrease for the £8.0m indicative cost of the transformation activities. This funding along with the associated costs are factored into the council's final draft budget plans for 2025-26 alongside the savings and operational efficiency gains that are expected to be generated from the transformation activity.

Not utilising the flexibility would mean that there would need to be an increase in the use of the council's reserves.

Approving the strategy in this report does not commit the council to adopting it. The Section 151 Officer will consider the optimal funding strategy, including the alternative option set out, based on available capital receipts and the actual and forecast level of reserves at the end of the financial year.

6. The Prudential Code

The Council has due regard to the requirements of the Prudential Code and the impact on its prudential indicators from the application of this Flexible Use of Capital Receipts Strategy. These capital receipts have not been earmarked as funding for any other proposed capital expenditure and therefore there is no anticipated additional impact on the Council's prudential indicators as set out in the Council's Treasury Management Strategy.

The Council will also have due regard to the Local Authority Accounting Code of Practice when determining and including the entries required from undertaking and funding this activity within the 2025-26 Statement of Accounts.

7. Monitoring the Strategy

Implementation of this Strategy will be monitored as part of regular financial reporting arrangements.

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From: Sue Chandler, Cabinet Member for Integrated Children's Services
Dan Watkins, Cabinet Member for Adult Social Care and Public Health
Sarah Hammond, Corporate Director, Children, Young People and Education
Richard Smith, Corporate Director, Adult Social Care and Health

To: Cabinet - 30 January 2025

Subject: Transfer the 18-25 section of the Strengthening Independence Service from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate

Decision no: 24/00109

Key Decision: Yes - It affects more than 2 Electoral Divisions

Classification: Unrestricted

Past Pathway of report: Adult Social Care Cabinet Committee – 15 January 2025
Children's, Young People and Education Cabinet Committee – 16 January 2025

Future Pathway of report: Cabinet decision

Electoral Division: All

Is the decision eligible for call-in? Yes

Summary: Transitions involve facilitating young people's move from children's services to adult services and typically occur between ages 18 and 25. The Strengthening Independence Service sits within the Children, Young People and Education Directorate and oversees transitions between 0-25 for those with learning and physical disabilities.

The Director of Adult Social Services at Kent County Council is accountable for assessing local needs and delivering a full range of adult social services. These services support individuals under the provisions of Local Authority Social Services Act 1970 and the law defines an adult as someone aged 18 or over.

The Director of Children's Services at Kent County Council has statutory duties outlined in Section 18 of the Children Act 2004. These duties involve ensuring the

delivery of local authority social care functions for children and young people. This includes, but is not limited to, providing services that meet the needs of all children, youth, including the most vulnerable, and their families.

Under the current arrangements the Corporate Director Children, Young People, and Education is overseeing a group falling outside their statutory role.

To address this, the proposal is to transfer the statutory functions delivered by the 18-25 section of the Strengthening Independence Service from the Children, Young People and Education Directorate, to the Adult Social Care and Health Directorate meaning young adults will receive support from adult social care to better support them for independence.

Recommendation(s):

Cabinet is asked to:

- A. Agree to **TRANSFER** the statutory functions delivered by the 18-25 section of the Strengthening Independence Service, including the transfer of workforce in services, from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate from 1 April 2025; and
- B. **DELEGATE** authority to the Corporate Director of Adult Social Care and Health in consultation with the Corporate Director Children, Young People and Education to take the relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision.

1. Introduction

1.1 Transitions is the process of a minor or young person moving into legal adulthood. For individuals with additional needs this can often include multiple services such as social care, health and education. There are at present four pathways for young people with additional needs or vulnerabilities to transition into adulthood whilst still receiving services from KCC:

- The Strengthening Independence Service (SIS) oversees transitions between 18-25 for those with learning and physical disabilities which have been identified as children.
 - Multi-Agency Collaboration
 - Include a Sensory and Young People's Team
- Young adults requiring an adult service are assessed by ASCH Adults Operations who manage 18-65 services.
- Young adults previously looked after within the Care Leaving Service (CLS) (18+ services).
- Young adults (aged 18-25) within the Special Educational Needs (SEND) who have an Education, Health and Care (EHC) Plan and who require more time in education or training to achieve their outcomes.

1.2 The Strengthening Independence Service (SIS) currently oversees Transitions between 18-25 for those with learning and physical disabilities which have been identified when they are children. However, this means the DCS has responsibility for a cohort of people beyond their legal scope. As of October

2024, the 18-25 section of the Strengthening Independence Service were working with 894 young adults.

- 1.3 It is proposed to transfer the statutory functions delivered by the 18-25 section of the SIS from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate from 1 April 2025. This means the young adult's social care needs will be assessed and supported by ASCH and overseen by the DASS. However, it is important to note there are some statutory duties for this cohort, beyond their social care needs, which will remain within the remit of the DCS and be retained within CYPE which will require close collaborative working with ASCH.
- 1.4 The Care Leavers Service will continue to support young adults, who are also known to the 18-25 SIS, up to age 25, particularly those aged 18 – 21, to transition from being previously looked after to independence. The service will continue to provide a Personal Assistant, from age 18 up until the young adult's 22nd birthday, and who will work with the young adult to provide advice, support and information to make sure the care leaver is ready to leave care and live independently if their disability doesn't preclude this.
- 1.5 The Special Educational Needs and Disabilities (SEND) service will continue to maintain Education, Health, and Care Plans (EHCP) for young adults, aged 18 – 25, who require longer to consolidate their education and training, are making measurable progress and to achieve their outcomes and transition into adulthood. The SEND service will maintain the EHCP's for this cohort, as appropriate, and will review the plan and needs of the young person via the Annual Review process. In most cases this will also require close collaboration with ASCH.
- 1.6 The changes will align with the Making A Difference Everyday Adult Social Care vision in Kent which sets KCC's direction of travel to support people to live as full and safe a life as possible and make informed choices. This reflects the core purpose of supporting people to lead the lives they want to live, and in a place they call home, by putting people at the heart of everything we do.
- 1.7 In addition, this change ensures alignment with the DASS' statutory obligations, providing greater oversight and promotes a more holistic approach to young adult well-being as they transition from children's to adult social care better preparing them for adulthood.
- 1.8 The proposals will result in greater consistency in adult experiences across KCC against all aspects of intervention. The transfer of service will ensure the DASS has greater oversight of all adult experiences supporting enhanced equality, inclusion, equity and application of social value. Furthermore, the transfer of service will align our practices with the updated Care Quality Commission (CQC) regulations which place a significant emphasis on the quality statement concerning safe systems, pathways and transitions. The function of safety and continuity of care is now a priority throughout people's care journey and it is essential practices are aligned with the updated regulations to ensure the highest quality of care is provided to those we serve.

1.9 Staff moving between directorates are engaged and, although this won't materially change the service, external partners will be engaged to make them aware. People who draw on care and support will be engaged and/or consulted with, should there be any proposals to make changes to the service in the future.

2. Key Considerations

2.1 There are a number of issues these proposals will address including:

2.2 **Shifting the balance of responsibility for decision making from parents to the young adult:** When a child in Kent becomes an adult, the relationship with the council changes significantly. Parents previously made decisions, but at 16, young people gain legal rights and can make their own choices about social care and their future. At 18 individuals became legal adults which materially changes the balance of responsibility.

2.3 **Transition Gap:** Young adults in Kent with a learning disability or physical disability identified in childhood currently transition into adult social care at the age of 26, because between the ages of 18-25 years these young adults are currently supported by the Strengthening Independence Team.

2.4 However, this is not the case for all other young adults requiring assessment and/or support from adult services. Examples of this include Children in Care, without an identified learning or physical disability who experience mental ill-health or children with autism who, upon turning 18 may be eligible for a Care Act assessment and support to meet any eligible social care needs. For some care leavers their needs may develop as a result of childhood trauma, young adult life experiences or progressive conditions materialising within early adult life. There are currently 2000+ care leavers in Kent.

2.5 There are approximately 21,000 children and young people with an EHCP, but with only around 600 of those being open to children's services. The remaining 20,000 plus EHCPs are monitored and reviewed by universal services and community resources and who may also make referrals to either CYPE or ASCH for a child and young adult aged 0-25 (strengthening independence service and leaving care), where 18-25 year old individuals would be picked up by ASCH.

2.6 There are also those young adults who may not have been in receipt of an EHCP and present at the age of 18 having previously been supported by other health services such as Child and Adolescent Mental Health Teams.

2.7 The differing routes and ages of transition can create a disparity of experience for young people, particularly in the identification of those young adults, the timely planning for that transition and the development of the appropriate community resources to meet their needs in alignment with the co-produced strategy 'Making a Difference Every Day'. The move of the Strengthening Independence 18-25 team to ASCH allows for further work on the streamlining our transition offer to address these disparities for this particular cohort.

- 2.8 **Improved Oversight:** The DASS will have oversight and assurance on the impact of social care on people’s lives through the lens of equity of access, experience and outcomes for adults who draw on care and support and unpaid carers, and alignment to key legal and policy drivers.
- 2.9 Implementation plans have been developed to transfer the personnel and systems across the directorates and will ensure the transfer seamlessly integrates with the strategic objectives of the council and both CYPE and ASCH. Young adults who draw on care and support will not see or feel a difference and service continuity will be maintained with plans developed to minimise disruption to service delivery.

3. Background

- 3.1 The proposed decision supports priority 4 within [Framing Kent's Future - Our Council Strategy 2022-2026](#), with the commitment to ‘*support the most vulnerable children and families in our county, ensuring social work practice supports manageable caseloads, reflective learning, joined up safeguarding and effective corporate parenting arrangements*’, and explicitly to: “*Act as a good Corporate Parent for those children in the care of KCC and improve support for young people as they transition into adulthood, whilst also improving support for those who transition into the adult social care system.*”
- 3.2 Transitions is part of [Securing Kents Future - Budget Recovery Strategy](#) and this proposal supports the objectives for:

Preparing for adulthood/transition: Working across both ASCH and CYPE to optimise support for people between the ages of 14-25 as they transition from children to adult services, promoting independence in adult life. Working age people with learning disabilities are now living longer through better long-term management of medical needs, but this increases the need to promote independence earlier so long-term needs can continue to be met at reasonable cost to the council. Joint working with NHS partners will be critical given costs of support are incurred by both the NHS and social care.

- 3.3 Concurrently with this proposed change, the council is developing a wider vision for the Kent wide transition system including:
- We are committed to delivering a seamless transition for all young people with an identified need, regardless of their location or need.
 - Our shared transitions framework will support us to work together with parents, carers and young people across teams and directorates. It will also foster collaborative work with external partners including Health, Education, Voluntary Sector Community Organisations, Housing providers, District and Borough councils.
 - We will create a culture of accountability, integrity, and purpose in KCC, and encourage professionals to strive for continuous improvement.
 - We will work with young people to understand their ambitions for the future and shape their transition to support their aspirations. Planning conversations will begin at 14 years old for all young people where a potential need in adulthood may be identified.

- We will give parents and carers information, advice and support to understand what transition may mean for the future, in time to adapt to these changes.
- We will support young people, parents and carers to connect with their communities, to ensure they are linked with the support and services it delivers.
- We will support staff to work in a cohesive approach, enabling them through technology and systems to work efficiently and with compassion.

4. Options considered and dismissed, and associated risk

- 4.1 There is the option to maintain the 18-25 SIS service within CYPE; however, this will continue to mean the DCS oversees a group falling outside their statutory role and the DASS will not have streamlined oversight of a cohort of people who will draw on KCC's care and support.
- 4.2 Alternatively, the possibility of a matrix management approach was considered which would enable CYPE to retain the 18-25 SIS service and introduce additional reporting lines into ASCH. This option was not taken forward as it would require additional roles to be created to make a matrix-management approach feasible, which would not add financial value or create efficiencies to the same or greater extent than the proposal to transfer the 18-25 SIS service from CYPE to ASCH.

5. Financial Implications

- 5.1 The budget for the statutory functions delivered by the 18-25 section of the Strengthening Independence Service will transfer from the CYPE Directorate to the ASCH Directorate. The budget to be transferred will include the 25-26 budget for 18-25 services, agreed as part of the Budget at County Council in February 2025, including budgets for both placement/support costs and related staffing budgets. The indicative total budget to be transferred, at the time of writing this report, will be approximately £59m, comprising £56m for package costs and £3m for staffing (based on indicative budgets for 25-26).

6. Legal implications

- 6.1 The Director of Adult Social Services (DASS) at Kent County Council (KCC) is accountable for assessing local needs and delivering a full range of adult social services. These services support individuals under the provisions of Local Authority Social Services Act 1970 and the law defines an adult as someone aged 18 or over.
- 6.2 The Director of Children's Services (DCS) at KCC has statutory duties outlined in Section 18 of the Children Act 2004. These duties involve ensuring the delivery of local authority social care functions for children and young people. This includes, but is not limited to, providing services that meet the needs of all children, youth, including the most vulnerable, and their families.
- 6.3 Under the current arrangements the Corporate Director Children, Young People, and Education (DCS) is overseeing a group falling outside their statutory role.

6.4 If these changes are not implemented, the Corporate Director for Children, Young People, and Education (DCS) will continue to oversee a group falling outside their statutory role, and the DASS will continue to face a gap in oversight regarding the assessed needs and well-being of young adults aged 18-25 falling under their remit.

7. Equalities implications

7.1 An Equality Impact Assessment (EqIA) has been undertaken and is appended to this report.

7.2 Given this is an internal change, the EqIA demonstrates that there should not be any impacts on the cohort of people who will draw on KCC's care and support.

7.3 The EqIA will continue to be reviewed as the project continues.

8. Data Protection Implications

8.1 An initial Data Protection Impact Assessment (DPIA) screening has been carried out and submitted which determined, in line with KCC's DPIA policy and the requirements of the UK GDPR, a DPIA is required. A full DPIA will be taken forward as part of the ongoing programme of work as the transfer progresses.

9. Governance

9.1 If the proposals are agreed, the Corporate Director Adult Social Care and Health and the Corporate Director Children, Young People and Education will have delegated authority to transfer the statutory functions delivered by the 18-25 section of the Strengthening Independence Service between the CYPE and the ASCH Directorates.

9.2 The Corporate Director Adult Social Care and Health will inherit delegated authority for oversight of these statutory functions from 1 April 2025.

10. Conclusions

10.1 The Director of Adult Social Services (DASS) at Kent County Council (KCC) is accountable for assessing local needs and delivering a full range of adult social services. These services support individuals under the provisions of Local Authority Social Services Act 1970 and the law defines an adult as someone aged 18 or over.

10.2 The Director of Children's Services (DCS) at KCC has statutory duties outlined in Section 18 of the Children Act 2004. These duties involve ensuring the delivery of local authority social care functions for children and young people. This includes, but is not limited to, providing services that meet the needs of all children, youth, including the most vulnerable, and their families.

10.3 Under the current arrangements the Corporate Director Children, Young People, and Education (DCS) is overseeing a group falling outside their

statutory role. To address this and provide the DASS with better oversight of the needs of people who draw on our care and support, along with preparing people for adulthood, it is proposed to transfer the statutory functions delivered by the 18-25 section of the Strengthening Independence Service from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate.

Recommendation(s):

Cabinet is asked to:

- A.** Agree to **TRANSFER** the statutory functions delivered by the 18-25 section of the Strengthening Independence Service, including the transfer of workforce in services, from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate from 1 April 2025; and
 - B. DELEGATE** authority to the Corporate Director of Adult Social Care and Health in consultation with the Corporate Director Children, Young People and Education to take the relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision;
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11. Background Documents

[The Care Act 2014](#) and related adult social care legislation
[ADASS Roadmap](#)
[Mental Capacity Act 2005: DoLS Safeguards](#)
[Think Local Act Personal strategic priorities](#)
[House of Lords report "A Gloriously Ordinary Life"](#)
 Kent County Council's strategic priorities "[Securing Kent's Future](#)" and "[Framing Kent's Future](#)"
 Adult Social Care's co-produced strategy "[Making a Difference Every Day](#)"

12. Appendices

- Appendix A – Proposed Record Of Decision
- Appendix B – EqIA
- Appendix C – DPIA Screening Tool Outcome

13. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Cabinet

DECISION NO:

24/00109

For publication

Key decision: YES .

Title of Decision: Decision to transfer the 18-25 section of the Strengthening Independence Service (SIS) from the Children Young People and Education directorate to the Adult Social Care and Health directorate from April 2025

Decision: Cabinet is asked to:

- A. Agree to **TRANSFER** the statutory functions delivered by the 18-25 section of the Strengthening Independence Service, including the transfer of workforce in services, from the Children Young People and Education Directorate to the Adult Social Care and Health Directorate from 1 April 2025; and
- B. **DELEGATE** authority to the Corporate Director of Adult Social Care and Health in consultation with the Corporate Director Children, Young People and Education to take the relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision.

Reason(s) for decision:

Transitions involve facilitating young people's move from children's services to adult services and typically occur between ages 18 and 25. The Strengthening Independence Service (SIS) sits within the Children, Young People and Education Directorate and oversees transitions between 0-25 for those with learning and physical disabilities.

The Director of Adult Social Services (DASS) at Kent County Council is accountable for assessing local needs and delivering a full range of adult social services. These services support individuals under the provisions of Local Authority Social Services Act 1970 and the law defines an adult as someone aged 18 or over.

The Director of Children's Services (DCS) at KCC has statutory duties outlined in Section 18 of the Children Act 2004. These duties involve ensuring the delivery of local authority social care functions for children and young people. This includes, but is not limited to, providing services that meet the needs of all children, youth, including the most vulnerable, and their families.

Under the current arrangements the Corporate Director Children, Young People, and Education (DCS) is overseeing a group falling outside their statutory role.

To address this, the proposal is to transfer the statutory functions delivered by the 18-25 section of the Strengthening Independence Service from the Children, Young People and Education (CYPE) Directorate, to the Adult Social Care and Health (ASCH) Directorate meaning young adults will receive support from adult social care to better support them for independence.

Financial Implications

The budget for the statutory functions delivered by the 18-25 section of the Strengthening

Independence Service will transfer from the CYPE Directorate to the ASCH Directorate. The budget to be transferred will include the 25-26 budget for 18-25 services, agreed as part of the Budget at County Council in February 2025, including budgets for both placement/support costs and related staffing budgets. The indicative total budget to be transferred, at the time of writing this report, will be approximately £59m, comprising £56m for package costs and £3m for staffing (based on indicative budgets for 25-26).

Legal Implications

The Director of Adult Social Services (DASS) at Kent County Council (KCC) is accountable for assessing local needs and delivering a full range of adult social services. These services support individuals under the provisions of Local Authority Social Services Act 1970 and the law defines an adult as someone aged 18 or over.

The Director of Children's Services (DCS) at KCC has statutory duties outlined in Section 18 of the Children Act 2004. These duties involve ensuring the delivery of local authority social care functions for children and young people. This includes, but is not limited to, providing services that meet the needs of all children, youth, including the most vulnerable, and their families.

Under the current arrangements the Corporate Director Children, Young People, and Education (DCS) is overseeing a group falling outside their statutory role.

If these changes are not implemented, the Corporate Director for Children, Young People, and Education (DCS) will continue to oversee a group falling outside their statutory role, and the DASS will continue to face a gap in oversight regarding the assessed needs and well-being of young adults aged 18-25 falling under their remit.

Equality Implications

An Equality Impact Assessment (EqIA) has been undertaken and given this is an internal change, the EqIA demonstrates that there should not be any impacts on the cohort of people who will draw on KCC's care and support. The EqIA will continue to be reviewed as the project continues.

Data Protection Implications

An initial DPIA screening has been carried out and submitted which determine, in line with KCC's DPIA policy and requirements of the UK GDPR, that a DPIA is required. A full DPIA will be taken forward as part of the ongoing programme of work as the transfer progresses

Cabinet Committee recommendations and other consultation: The proposed decision was discussed at the Adult Social Care Cabinet Committee on 15 January 2025 and the Children, Young People and Education Cabinet Committee on 16 January 2025.

An important clarification, as a result of Member comments is that the 18-25 part of Strengthening Independence Service is solely focused on young adults supported by Care Act assessments who experience severe or profound disability. They are not especially open in relation to children's legislation. Any individuals aged 18-25 who experience Care Leaver status and/or experience an Education, Health, and Care Plans (EHCP) will continue to receive services from CYPE in collaboration with ASCH. These services will not cease to be involved following the service's move to ASCH.

Any alternatives considered and rejected:

There is the option to maintain the 18-25 service within CYPE; however, this will continue to mean the DCS oversees a group falling outside their statutory role and the DASS will not have streamlined oversight of a cohort of people who will draw on KCC's care and support.

Alternatively, the possibility of a matrix management approach was considered which would enable CYPE to retain the 18-25 SIS service and introduce additional reporting lines into ASCH. This option

was not taken forward as it would require additional roles to be created to make a matrix-management approach feasible, which would not add financial value or create efficiencies to the same or greater extent than the proposal to transfer the 18-25 SIS service from CYPE to ASCH.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

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DPIA Project Information

Title:

Strengthening Independence Service (SIS) Transfer from CYPE to ASCH

Project ID:


441

Project Timeframe for Data Collection:

In less than 3 months

DPIA Screening Questions

Question Number	Question	Answer
1	I understand that, by selecting Yes, I am confirming I am the project manager for the project or activity for which this DPIA screening tool is being carried out.	Yes
2	I understand that by ticking this box I am confirming that I have undertaken the Data Protection Essentials training module on delta.	Yes
3	Is this project a change to an existing process, or is it a new processing activity?	New processing activity
4	Has a DPIA for this been previously submitted?	No
5	If a DPIA was submitted - Was legal advice recommended?	No
6	When did the planning stage of this project begin?	10/21/2024
7	Is this screening tool for the use of a surveillance camera, including CCTV, dash cam and body worn cameras?	No
8	If Yes - Is this DPIA a proposal for a new deployment, or the expansion of an existing surveillance system?	
9	Which data protection regime will you be processing under?	UK GDPR Data Protection Act 2018 Part 3
10	Please outline the project including the types of data, software, processors, and how the data will be used	There was a decision made to transfer the 18-25 section of the Strengthening Independence Service (SIS) from the Children Young People and Education directorate to the Adult Social Care and Health directorate from April 2025 including a transfer of workforce in services. Transitions involve facilitating young people's



move from children's services to adult services and typically occur between ages 18 and 25 for those with learning and physical disabilities.

Under the current arrangements the Corporate Director Children, Young People, and Education (DCS) is overseeing a group falling outside their statutory role.

To address this, the proposal is to transfer the statutory functions delivered by the 18-25 section of the Strengthening Independence Service from the Children, Young People and Education (CYPE) Directorate, to the Adult Social Care and Health (ASCH) Directorate meaning young adults will receive support from adult social care to better support them for independence

Staff moving between directorates are engaged and, although this won't materially change the service, external partners will be engaged to make them aware. People who draw on care and support will be engaged and/or consulted with, should there be any proposals to make changes to the service in the future.

Implementation plans are developed to transfer the personnel and systems across the directorates and will ensure the transfer seamlessly integrates with the strategic objectives of the council and both CYPE and ASCH. Young adults who draw on care and support will not see or feel a difference and service continuity will be maintained with plans developed to minimize disruption to service delivery.

To facilitate the changes, HR Oracle will need to be amended for staff and the Strengthening Independence Service (SIS) who currently uses the systems LAS and Liberi will have to transfer over to Mosaic.

It has been agreed that although the Strengthening Independence Service (SIS) new structure of reporting to ASCH will be implemented from April. The transfer of data on LAS and Liberi will not have happened by then so staff will continue to use both Liberi and LAS until Mosaic is ready to go and the data has been



11

Within your project are you planning to:

transferred across.

The type of data being transferred
Liberi would stay as children under 18
all client data from 18-25, need assessment,
plans, reviews, case work, child, name, dob,
address and all demographic of client data

This data will be used for case notes of those
Young People being supported within the
Strengthening Independence Service (SIS) and
payments of care packages.

Use systematic and extensive profiling or
automated decision making to make significant
decisions about people?

Process special category data or criminal offence
data on a large scale?

Systematically monitor a publicly accessible area
on a large scale?

Make decisions on someone's access to a service
product opportunity or benefit which is based on
automated decision making (including profiling),
or involves the processing of special category
data?

Carry out profiling on a large scale?

Combine, compare, or match data from multiple
sources?

Process personal data which could result in a risk
of physical harm in the event of a personal data
breach?

12

Or are you planning to:

Process biometric data?

Process genetic data (other than by a GP or
health professional to provide healthcare)?

Use innovative technology?

Process personal data without providing a
privacy notice directly to the individual?

Process personal data in a way which involves

tracking individual's online or offline location or behaviour?

Carry out evaluation or scoring?

Carry out systematic monitoring?

Process sensitive data or data of a highly personal nature?

Process personal data on a large scale?

Match or combine datasets?

Process data concerning vulnerable data subjects?

Carry out any innovative use of personal data or apply new technological or organisational solutions?

Carry out any processing which involves preventing data subjects from exercising a right or using a service or contract?

Carry out automated decision making with legal or significant effects?

DPIA Core Questions

Question Number	Question	Answer
1	What is your project aim?	<p>The aim of this project is to There was a decision made to transfer the 18-25 section of the Strengthening Independence Service (SIS) from the Children Young People and Education directorate to the Adult Social Care and Health directorate from April 2025 including a transfer of workforce in services.</p> <p>Transitions involve facilitating young people’s move from children’s services to adult services and typically occur between ages 18 and 25 for those with learning and physical disabilities.</p> <p>Under the current arrangements the Corporate Director Children, Young People, and Education (DCS) is overseeing a group falling outside their statutory role.</p> <p>To address this, the proposal is to transfer the statutory functions delivered by the 18-25 section of the Strengthening Independence Service from the Children, Young People and Education (CYPE) Directorate, to the Adult Social Care and Health (ASCH) Directorate meaning young adults will receive support from adult social care to better support them for independence</p> <p>Staff moving between directorates are engaged and, although this won’t materially change the service, external partners will be engaged to make them aware. People who draw on care and support will be engaged and/or consulted with, should there be any proposals to make changes to the service in the future.</p> <p>Implementation plans are developed to transfer the personnel and systems across the directorates and will ensure the transfer seamlessly integrates with the strategic objectives of the council and both CYPE and ASCH. Young adults who draw on care and support will not see or feel a difference and service continuity will be maintained with plans developed to minimize disruption to service delivery.</p>

To facilitate the changes, HR Oracle will need to be amended for staff and the Strengthening Independence Service (SIS) who currently uses the systems LAS and Liberi will have to transfer over to Mosaic.

It has been agreed that although the Strengthening Independence Service (SIS) new structure of reporting to ASCH will be implemented from April. The transfer of data on LAS and Liberi will not have happened by then so staff will continue to use both Liberi and LAS until Mosaic is ready to go and the data has been transferred across.

The type of data being transferred Liberi would stay as children under 18 all client data from 18-25, need assessment, plans, reviews, case work, child, name, dob, address and all demographic of client data

This data will be used for case notes of those Young People being supported within the Strengthening Independence Service (SIS) and payments of care packages.

2	Are all of the categories of personal data identified in the data question necessary for you to achieve this aim?
3	What are the categories of data subjects whose data will be processed?
4	What is the nature of the relationship with the individual?
5	Are there any other organisations other than KCC who will be involved in this project?
6	Please name the organisations and their roles.
7	Tick to confirm which of the following you have in place with the organisations
8	How will the personal data be collected?
9	How will the personal data be collected from the individual?
10	Will the data be shared with:

11	Do you have a copy of the privacy notice that data subjects will be provided with at the point their data is collected?
12	Does the privacy notice state that data will be shared with your team for the purpose you will be using it for?
13	How will the data be shared with your team securely?
14	What steps will you take to ensure the data you collect and/or use is accurate?
15	In what system(s) will the data be stored?
16	Where are the servers for the system(s) located?
17	What is the current state of technology in this area?
18	How will the security of the data be ensured when it is transferred outside of the UK?
19	How will the security of the data be ensured in transit and at rest?
20	Are there any prior concerns over this type of processing or any security flaws
21	Please tick to confirm the following statement is true:
22	Describe how the personal data will be used to achieve your project aim
23	How long will the data be retained for?
24	Is the same retention period cited in all documentation?
25	At the end of the retention period will the data be:
26	What processes do you have in place to ensure that the retention period is adhered to?
27	Please tick to confirm the following statement is true
28	Is there a KCC privacy notice for this use of personal data?
29	Please link to the draft/ published privacy notice

30	Is there an easy read privacy notice for this use of personal data?
31	How will you ensure data subjects read the privacy notice and understand how their data will be used at the point of data collection?
32	How will you support data subject rights
33	What measures will you put in place to prevent data being used beyond the purposes outlined in your privacy notice?
34	Are there any current issues of public concern that you should factor in?
35	Consultation: Please summarise the responses of data subjects you have consulted with on the topic of this project.
36	Consultation: ICT Compliance and Risk
37	Consultation: Please summarise the Caldicott Guardian's response and any recommendations
38	Consultation : please summarise the responses and recommendations of any other individuals or organisations you have consulted with.
39	Are you signed up to any approved code of conduct or certification scheme?
40	When is the processing of personal data for this project due to begin?

Data Collection

Data Category	Data being Collected
Basic Data	Name Date of birth Email address Telephone/mobile number Address Postcode NHS number Identification number
Basic Data	Name Date of birth Email address Telephone/mobile number Address Postcode NHS number Identification number
Basic Data	Name Date of birth Email address Telephone/mobile number Address Postcode NHS number



Identification number



Basic Data

Name

Date of birth

Email address

Telephone/mobile number

Address

Postcode

NHS number

Identification number



Basic Data

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Special Category Data	Racial or ethnic origin
	Religious or philosophical beliefs
	Physical or mental health
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	Genetic or biometric data
Special Category Data	Racial or ethnic origin
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- Religious or philosophical beliefs
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Criminal Offence Data (UK GDPR)	Criminal Data will be collected
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Criminal Offence Data (UK GDPR)	Criminal Data will be collected
Criminal Offence Data (DPA Part 3)	No data is being collected under this category
Surveillance Camera	No data is being collected under this category

Data Collection Questions

Data Group	Question Number	Question	Answer
Basic Data	1	The Article 6 lawful basis for this processing activity is:	
Basic Data	2	Please outline which element of the project relies on the identified lawful basis	
Special Category Data	1	Please identify the Article 9 basis being relied upon for the processing of special category data	
Special Category Data	2	If you are relying on condition (a) please state which element of the project relies on explicit consent, and outline the process you have for collecting, recording, and withdrawing consent	
Special Category Data	3	If you are relying on condition (b), (h), (i), and/or (j) you must also identify at least one of the additional conditions from Schedule 1, Part 1 of the DPA 2018	
Special Category Data	4	If you are relying on condition (b), (h), (i) and/or (j) you must outline which element of the project relies on this condition	
Special Category Data	5	If you are relying on condition (g) you must identify at least one of the additional conditions from Schedule 1 Part 2 of the DPA 2018	
Special Category Data	6	If you are relying on condition (g) (substantial public interest) you must outline which element of the project relies on this condition	
Special Category Data	7	If you are relying on condition (c), (d), (e), and/or (f) you must outline which element of the project relies on this condition	
Criminal Offence Data (UK GDPR)	1	Where you are processing criminal offence data under the UK GDPR, you must identify at least one of the additional conditions from Schedule 1, Part 3 of the Data Protection Act 2018	

From: Roger Gough, Leader,
Dr Anjan Ghosh, Director of Public Health

To: Cabinet, 30 January 2025

Decision Number: 24/00115

Subject: Kent County Council Integrated Care Strategy (KCC ICS) Delivery Plan

Classification: Unrestricted

Past Pathway : Health Reform and Public Health Cabinet Committee

Summary: The Health and Wellbeing of the people of Kent is not improving in the way we would wish and in some areas has shown signs of declining. To address this, we need to focus on the full breadth of wider determinants of health (WDH) including socioeconomic, health behaviours, clinical and environmental.

The Kent and Medway Shared Delivery Plan for delivery of the Integrated Care Strategy, previously shared with and endorsed by the Health Reform and Public Health Cabinet Committee, is a key catalyst to encourage action by all system partners to address the WDH. Kent County Council has a key role in tackling these determinants.

While Local Authorities have been the lead agencies responsible for public health for over a decade, action to fully capitalise on this shift has not been achieved in any local authorities. In Kent we can now use the integration of health and social care to start to realise this opportunity.

Work has taken place to identify and capture the current activity within Kent County Council which impacts on health and wellbeing. There is a strong recognition and ownership of this role across officers in all council teams. Additionally, priorities for future action have been agreed and outlined, recognising the financial challenges we face. This paper recognises the key importance and role of the council in improving the health and wellbeing of the people of Kent and details the roles each part of the council is, can and will play in this important work.

Work is now progressing on a Kent County Council wide Prevention Framework which will include a focus on how corporately the council meets the requirements of the Care Act as well as wider opportunities for prevention. Much of the activity within this delivery plan will contribute to the prevention agenda.

Recommendations: Cabinet is asked to consider and agree to the proposed decision, as detailed in the attached PROD.

1. Summary of Approach

1.1 The KCC Integrated Care Strategy (ICS) Delivery Plan

- 1.1.1 KCC is a key partner in the local system and the activity of all parts of the council have a profound impact on health and wellbeing. The work here captures that activity and frames it as our corporate contribution to the Kent and Medway Integrated Care Strategy.
- 1.1.2 The Plan is in two parts. The first curates, at a Directorate level, all the current relevant activity that the directorate is contributing to this endeavour. This work, collated against each of the priority outcomes within the Kent and Medway Integrated Care Strategy, forms Appendix A.
- 1.1.3 The second output details a range of new priority actions defined and developed by each directorate for the next one to three years. This has been included as Appendix B to this paper.
- 1.1.4 Directorates have developed priority outcomes in the context of the challenging financial environment and there is a recognition that not all activity will necessarily continue.

1.2 The approach to developing the KCC ICS Delivery Plan

- 1.2.1 For both pieces of work, the approach in developing the plan was adapted to each directorates' favoured approach. This included working directly with Directorate Management Teams (DMTs), incorporate work undertaken by DMTs, and working with nominated officer leads from the DMTs.
- 1.2.2 The work involved review of key strategies, delivery plans and division plans, bespoke submissions from key officers, and discussions and meetings with key individuals and teams, all of whom were extremely positive and supportive in developing and iterating the outputs included here.
- 1.2.3 The outputs therefore represent a curation of the breadth of work already in train across the council as well as new priority actions developed by officers within directorate teams.
- 1.2.4 The plan and priority actions were agreed by the Corporate Management Team in November 2024. It was agreed that the work would benefit from wide political sign up and, following consideration by the Health Reform and Public Health Cabinet Committee on 21st January, the support of the full Cabinet to the adoption of this delivery plan is sought.

1.3 How the delivery plan can be used and is intended to be implemented

- 1.3.1 The plans demonstrate the key role of all Council functions in improving health. The work represents KCC's corporate contribution to the Integrated Care Strategy and details how we will support the Shared Delivery Plan (SDP).
- 1.3.2 It is proposed that progress against the agreed Priority areas remains owned and monitored by each Directorate with a single council-wide collated progress update.

- 1.3.3 The proposed process by which the Integrated Care Partnership (ICP) is sighted on delivery of agreed improved health outcomes will be through progress towards the developed Log-Frame indicators. The indicators which the agreed KCC priorities impact on have been appended to the directorate Action plans.

2. Introduction

- 2.1 The Health and Social Care Act 2012 conferred duties on Local Authorities to improve public health. While the theoretical benefits of public health resource and responsibilities residing in local authorities was clear, since that time it could be argued that progress to fully capitalise on the opportunity, nationally, has been limited and variable.
- 2.2 Improving health and wellbeing requires a recognition of the full range of determinants of health. These are well captured within the Robert Wood Johnson model which has been widely adopted in the local system.
- 2.3 If we are to improve health in Kent we need to consider all these determinants and the impact we are having as a council in addressing them. The need for this approach is increasingly recognised in the wider system and has informed the development of the Kent and Medway Integrated Care Strategy and subsequent Shared Delivery Plan.
- 2.4 Work has been undertaken internally to attempt to capture the full range of activity across the council that impacts on the wider determinants of health. This has demonstrated the key ongoing roles of most council functions that affect the health of those we serve.
- 2.5 Conversely, there is a recognition of the impact that the public health function can have on the work of other council directorates. These include impact on demand for adult, and children, young people and families, social care.
- 2.6 Work has taken place with Council directorates to define key priority areas for action over the coming two or three years that will impact on public health and wellbeing. This is against a challenging financial position.
- 2.7 The actions defined in this work, both existing and planned, detail the county council's contribution to delivery of the Kent and Medway Integrated Care Strategy and in turn the Kent Joint Local Health and Wellbeing Strategy.

3. Background

- 3.1 The health and wellbeing of the people of Kent is not improving as much as we would wish and in many areas has shown signs of declining. Increases in life expectancy have stalled and levels of poor mental health have increased. On many measures the performance of Kent has been poor relative to the England average and the historic, relatively better health of people in Kent, is increasingly eroded, with risk of further decline. Examples include increasing

levels of overweight in adults at a rate significantly higher than the national average, levels of hospital admissions following violent crime moving from significantly better than the England average to significantly worse over a few years, and under 18 contraception rates falling at a slower rate than nationally so that local rates have moved from significantly below to above national rates. Additionally, there are persisting inequalities in health within Kent focussed on both geographic and different care groups and parts of the population.

- 3.2 The Health and Care Act 2012 shifted the lead responsibility for public health from the NHS back to local authorities. This recognised the key opportunities within local authorities to impact on public health. There is a strong historical precedent with most major gains in health in the past resulting from improvements in nutrition, income, sanitation, housing and education.
- 3.3 Health is impacted by a wide range of determinants with around 80% outside the traditional (but not the full potential) remit of the NHS. Locally the Robert Wood Johnson model has been adopted to illustrate the full range of factors that impact on health and their relative contribution.

We need to address ALL the wider determinants of health (WDH)



SOURCE: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute in US to rank countries by health status

- 3.4 Clearly a public health approach that largely relies on impacting on health behaviours can at best have a 30% impact and a focus on clinical service will land even less gain. If we are to optimally improve health and wellbeing we need to consider our full impact on all the determinants of health and wellbeing and how we might work to address them.
- 3.5 The approach recognises the importance of all county council functions in improving health and wellbeing. Indeed, it recognises the roles of a wider range of system players in this endeavour. In parallel with the work with internal council functions, action has been taken to recast and reinforce public health links with key external partners, recognising their role in improving health and wellbeing. This has included work with district and borough

councils, with the Kent Association of Local Councils, with the Office of the Police and Crime Commissioner and with the Kent and Medway Housing Group, amongst others.

- 3.6 The Kent and Medway Integrated Care Strategy, evolving from a national NHS driven expectation that Integrated Care Systems produce such a strategy, and the subsequent Shared Delivery Plan, has provided an opportunity to secure NHS commitment to action to tackle inequalities and the wider determinants of health. Given the key beneficiaries of the Integrated Care Strategy in terms of numbers and actions will be the people of Kent, recognising the need to minimise the number of agreed strategies in this arena, and seizing the opportunity to optimise NHS buy in to the approach to focus on the wider determinants of health and tackling inequalities, it was agreed that the IC Strategy should additionally fulfil the role of the Joint Local Health and Wellbeing Strategy for Kent.
- 3.7 In addition to the role of the County Council, as detailed in this paper, there is recognition of the role that district and borough councils can play in improving health. This has led to increasingly close working between public health and local district and borough councils with a named relationship lead from within the public health specialist cadre supporting the work of each council. Local district and borough councils have developed local health alliances and partnerships with local NHS and Voluntary Community Social Enterprise (VCSE) groups, amongst others, and have defined local priorities for health improvement. They are developing local action plans to deliver on these priorities.
- 3.8 Similarly, the role of local communities in owning local health issues and delivering at that level has been recognised through closer relations between public health and the Kent Association of Local Councils (KALC). KALC have also developed a list of priorities to improve health and wellbeing and have developed an action plan around these.

4. The Breadth, Contribution and Impact of Kent County Council on Health and Wellbeing

- 4.1 Health and Wellbeing and its determinants, as defined by the Robert Wood Johnson model, are heavily influenced by council led activity. The priorities within Framing Kent's Future around Levelling Up, around strong community infrastructure, environmental step change and new service models around care and support align well with this agenda. Improvements in all these areas will have a positive impact on the wider determinants of health and therefore the health and wellbeing of the population we serve.
- 4.2 There is recognition that much work is already in train that contributes to improved health. This work is of considerable value and, while difficult financial decisions will need to be made, its continuation will impact positively on health and wellbeing as well as contributing strongly to the delivery of the Integrated Care Strategy.

4.3 Work has taken place between public health officers and officers across the council directorates to better understand and collate actions which are in train or planned that will impact on the health and wellbeing of the people of Kent. This included consideration of existing strategies and delivery plans as well as division plans. It is clear that almost all areas of activity within the council's directorates impact strongly on health and wellbeing.

4.4 This work has additionally informed the contents of the Kent and Medway Integrated Care Strategy Shared Delivery Plan, outlining where KCC adds value to the delivery of the agreed System Outcomes.

5. Current work within the Council that is impacting positively on Health and Wellbeing

5.1 Appendix A provides a detailed picture of current activity within the council which has an impact on health and wellbeing. As described, this has been collated with wide support from directorates and teams across the whole of the council. It is recognised that the financially challenging environment in which we work may mean revision of, and potentially stopping some cited initiatives.

5.2 There has been strong historic recognition around the impact of "People Services", Adult Social Care, Children, Young People and Education and Public Health in improving health and wellbeing and the opportunities and contributions in these areas will address a wide range of health determinants. Actions identified here include those detailed in key directorate and division plans.

5.3 The importance of Growth Environment and Transport (GET) activity from jobs and employment through community support, arts and culture, and from transport to environment are increasingly well rehearsed and will have major impacts on health and wellbeing in Kent.

5.4 In tackling the wider determinants it is recognised that much activity will need to be delivered through optimising our role as an anchor institution including through consideration of optimal use of social value in procurement and our role as an employer.

5.5 There is also a recognition that many key challenges including tackling weight loss in adults and loneliness, cannot be managed at the required scale through historic commissioning approaches. This will require an enhanced role for communities themselves with the revised Civil Society Strategy playing a key role in delivering improved health and wellbeing.

5.6 There are key roles around Infrastructure including improving access to local support and services focussing on areas of high need.

6. Council Priorities for further Action

6.1 Additionally, work has taken place with council officers to try and identify, given the limited resource and capacity and constraints the council faces,

priority areas for further development and work that will impact on health and wellbeing over the next one to three years. Progress in these areas will be key to us starting to land improvements in health and wellbeing.

- 6.2 Appendix B, outlines these priority areas and actions over the next one to three years which will additionally impact on health and wellbeing. Proposed actions and measures have been developed, in the main, by each directorate and collated by public health. Key contributors have been cited in the appendix. These actions have additionally been mapped to relevant outcome measures within the Integrated Care Strategy Log-frame matrix.
- 6.3 Monitoring and assurance around delivery will remain within each directorates' agreed performance measures rather than an additional and separate process. The high level Log-frame matrix, shared previously, will measure system performance against key health and wellbeing outcomes.
- 6.4 While this work has been ongoing, the council has additionally started work on developing a Prevention Framework. The Prevention Framework will reflect on the Local Authority's Care Act duties and help to define how investment in prevention work will help deliver against the objectives set out in Framing Kent's Future and Securing Kent's Future. The work presented here will, in turn, inform the Prevention Framework.

7. Financial Implications

- 7.1 The current challenging financial climate is well rehearsed. It is recognised that actions currently identified within existing plans will have been developed in the light of available funding by each directorate. It is further recognised that some of these areas may require future review given the ongoing challenges to finances.
- 7.2 The proposed priorities for future action will need to be delivered at low or no cost and indeed have been developed and framed against this background. Further, in a number of the areas, there is an expectation that the planned shift towards prevention will reduce the need for social care services.
- 7.3 Key initiatives around our role as an anchor institution and enabling an enhanced role for communities will be crucial to success but should be delivered at low or no cost to the council.

8. Legal implications

- 8.1 KCC, the local NHS and Medway Council are statutory members of the Kent and Medway Integrated Care Partnership. The Health and Care Act 2022 requires Integrated Care Partnerships to produce an Integrated Care Strategy. Commissioners must have regard to the relevant Integrated Care Strategy when exercising any of their functions, so far as relevant.

9. Equalities implications

- 9.1 The Integrated Care Strategy aims to improve health and wellbeing outcomes for all people in Kent and Medway, with a particular emphasis on addressing health inequalities and providing more support for those with the greatest need including needs associated with protected characteristics.
- 9.2 Additionally, assessment identifies that there is potential for positive impact for all protected characteristic groups, to eliminate discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations between people who share a protected characteristic, and therefore meet the requirements of the Public Sector Equality Duty. These benefits are reflected in both the Shared Delivery Plan and in the internal actions that Kent County Council will take.
- 9.3 An Equality Impact Assessment for the Shared Delivery Plan has been completed and shows no negative impact on any protected characteristics.

10. Data Protection Implications

- 10.1 Data Protection Impact Assessment (DPIA) screening tool has been completed, with no expected data protection implications as a result of this decision.
- 10.2 Any new monitoring or review arrangements of sensitive health data will be subject to the data protection assessment process, and subject to Data Protection Legislation

11. Conclusions

- 11.1 The Health and Wellbeing of the people of Kent is not improving in the way we would wish and in some areas shows signs of declining. To address this, we need to focus on the full breadth of wider determinants of health (WDH) including socioeconomic, health behaviours, clinical and environmental.
- 11.2 The Kent and Medway Shared Delivery Plan for delivery of the Integrated Care Strategy is a key catalyst to encourage action by all system partners to address the WDH. Kent County Council have a key role in tackling these determinants.
- 11.3 While Local Authorities have been the lead agencies responsible for public health for over a decade, action to fully capitalise on this shift has not been achieved in any local authorities. In Kent we have the opportunity to start to better realise our potential impact.
- 11.4 Work has taken place to identify and capture the activity within Kent County Council that impacts on health and wellbeing. There is a strong recognition and ownership of this role across officers in all council teams.
- 11.5 Additionally, priorities for future action have been agreed and outlined, recognising the financial challenges we face.

12. Recommendation(s):

- 12.1 Cabinet is asked to consider and agree to the proposed decision, as detailed in the attached PROD.

13. Appendices

Proposed Record of Decision (PROD)

A: Kent County Council Current Activity to Deliver Health and Wellbeing

B: Kent County Council Priorities for Improving Health and Wellbeing

14. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Cabinet

DECISION NO:

24/00115

For publication: Yes

Key decision: Yes

Title of Decision:

Adoption of the Integrated Care Strategy Delivery Plan

Decision: Cabinet propose to:

- a) To ADOPT the Integrated Care Strategy Delivery Plan on behalf of Kent County Council
- b) To DELEGATE authority to the Director of Public Health in consultation with the Cabinet Member for Adult Social Care and Public Health and Leader of the Council to refresh and/or make non-substantial revisions to the Integrated Care Strategy Delivery Plan as appropriate during the lifetime of the document.
- c) To DELEGATE authority to the Director of Public Health, in consultation with the relevant Corporate Directors of affected services, to take relevant actions, including but not limited to finalising the terms of, and entering into required contract or other legal agreements, as necessary to implement the decision.

Reason for Decision:

To adopt the ICS Delivery Plan and to confirm the corporate position in the delivery of existing and new priorities.

The Delivery Plan sets out the proposed priorities for action, developed by each corporate directorate, that will contribute to improved local health and to the delivery of the Kent and Medway Integrated Care Strategy (ICS) alongside the current contributions that the Council is making to the ICS Shared Delivery Plan.

Background – Provide brief additional context

The Kent and Medway Integrated Care Strategy/Kent Joint Local Health and Wellbeing Strategy Delivery Plan was endorsed by Cabinet in July 2024. At that point it was a high level overview which did not commit KCC to any specific actions and its intended purpose was to ensure that all the programmes of work currently underway were aligned to relevant strategies.

Since then the Delivery Plan has evolved and work has taken place within each Council Directorate to capture work currently in train that contributes to improved health tackling the full range of wider determinants as well as addressing inequalities. As health is strongly impacted on by a wide range of social, economic, educational, community and environmentally focused issues, all parts of KCC are playing a key role in health locally.

Additionally, we wish to improve health locally and each directorate has a part to play. As a result directorate teams have developed and agreed priority actions that they will take over the next one to three years that will impact positively on local health. These have been largely framed to be of low or no cost, given the financial challenges we face.

The existing work and the new planned activity together represent KCCs contribution to the delivery of the Kent and Medway Integrated Care Strategy.

Financial Implications:

The detailed financial costs if any, will be agreed and developed within each directorate. Where possible all proposed incremental developments will be at low or no cost. Should any of the activity require additional decision making, this will be done via appropriate governance at a later date.

Legal Implications

KCC, the local NHS and Medway Council are statutory members of the Kent and Medway Integrated Care Partnership. The Health and Care Act 2022 requires Integrated Care Partnerships to produce an Integrated Care Strategy. Commissioners must have regard to the relevant Integrated Care Strategy when exercising any of their functions, so far as relevant.

Equalities Implications:

An Equality Impact Assessment for the Shared Delivery Plan has been completed and shows no negative impact on any protected characteristics.

Data Protection Implications:

Data Protection Impact Assessment (DPIA) screening tool has been completed, with no expected data protection implications as a result of this decision.

Any new monitoring or review arrangements of sensitive health data will be subject to the data protection assessment process, and subject to Data Protection Legislation.

Cabinet Committee recommendations and other consultation:

The proposed decision was considered and endorsed at the Health Reform and Public Health Cabinet Committee on 21 January 2025 prior to decision by Cabinet on 30 January 2025.

Any alternatives considered and rejected:

Do nothing; This would potentially negatively impact on the health of the people of Kent. It would additionally impact negatively on our reputation as a key local leader and partner in the wider Kent system and Integrated Care System.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

**KENT COUNTY COUNCIL ACTION TO
IMPROVE HEALTH AND WELLBEING
INFORMING THE IC STRATEGY AND JHWS**

Overview of the Integrated Care Strategy

Our vision:

We will work together to make health and wellbeing better than any partner can do alone

Together we will...

Give children and young people the best start in life

Tackle the wider determinants to prevent ill health

Support happy and healthy living for all

Empower patients and carers

Improve health and care services

Support and grow our workforce

What we need to achieve

Support families and communities so children thrive

- Strive for children and young people to be physically and emotionally healthy
- Help preschool and school-age children and young people achieve their potential

- Address the social, economic and environmental determinants that enable people to choose to live mentally and physically healthy lives
- Address inequalities

- Support people to adopt positive mental and physical health
- Deliver personalised care and support centred on individuals providing them with choice and control
- Support people to live and age well, be resilient and independent

- Empower those with multiple or long-term conditions through multidisciplinary teams
- Provide high quality primary care
- Support carers

- Improve equity of access to services
- Communicate better between our partners when changing care settings
- Tackle mental health issues with the same priority as physical illness
- Provide high-quality care to all

- Grow our skills and workforce
- Build 'one' workforce
- Look after our people
- Champion inclusive teams

Enablers:

We will drive research, innovation and improvement across the system
We will provide system leadership and make the most of our collective resources including our estate
We will engage our communities on our strategy and in co-designing services

Give children and young people the best start in life

We will ensure that the conditions and support are in place for all children and young people to be healthy, resilient and ambitious for their future.

What we heard:

- Improve support for those with Special Educational Needs and Disabilities (SEND) and their families
- Support families with all aspects of the wider determinants of health including mental wellbeing, finance and childcare
- Safeguarding particularly the most at risk children
- Accessible Evidence Based Parenting support
- Ensure local access to support for families

Everyone plays a role in keeping children safe. Across the system we bring together our collective information, skills and resources to strengthen our early help and safeguarding arrangements and work together to identify and tackle safeguarding priorities in our communities.

Priorities to deliver this outcome:

Together we will...

Support families and communities so children thrive

We will take a whole-family approach, coproducing with children, young people and families, and looking at all elements that families need so their children can thrive, with support in safe, strong communities that addresses poverty, housing, education, health and social care. We will use our Family Hub model, bringing together universal children's services to include midwifery, health visiting, mental health, infant feeding, early help and safeguarding support for children and their families, including children with Special Educational Needs and Disabilities (SEND). We will transform how we help families access the right support, in the right place at the right time, and ensure the support they receive is joined up across organisations. We will improve the transition to adult services.

Strive for children and young people to be physically and emotionally healthy

We will set high aspirations for the health of children and young people and make this everyone's responsibility. This will include a preventative approach to keep children physically healthy, promoting healthy eating, high levels of physical activity and improving air quality. We will address health inequalities including smoking in pregnancy, breastfeeding, immunisation and childhood obesity. Children who are more likely to experience poorer outcomes, including children in care and care leavers, refugees and those who have offended, will receive more support. We will work together to help individuals, families, communities and schools build emotional resilience, tackle bullying and loneliness and provide opportunities for children, young people and families to form supportive networks and take part in social and leisure opportunities. Children and young people at most risk of significant and enduring mental health needs will receive timely and effective interventions. We will protect young people from criminal harm and exploitation, tackle the challenges caused by domestic abuse and support victims.

Help preschool and school-age children and young people achieve their potential

We will support families so that children are ready for school through co-produced, evidence-based support, including parenting support, and high-quality early years and childcare. With families we will tackle low school attendance, provide equal access to educational opportunities and ensure that young people are skilled and ready for adult life. We are committed to working with families on our collective responsibility to support children with SEND. We will strengthen the capability of mainstream early years and education settings and universal services to ensure children with SEND are included, their needs are met and they can thrive. Where specialist help is required, this will be identified early and seamlessly coordinated.

Indicators for this outcome could include:

By 2028/29, the proportion of mothers smoking at time of delivery will have reduced from 10.2% to no more than 6%.

By 2028, the % of children in Year 6 who are healthy weight will be maintained at the current level of 63% and severe obesity will have reduced from 5%.

By 2028 pupil absence rates will have fallen from 7.9% to below 5%.

By 2028, pupils achieving a good level of development at the end of the Early Years Foundation Stage will have improved from 65.8% to at least 70%.

By 2028/29, the average attainment 8 scores for both SEN and non-SEN pupils will have increased, and the gap between the two groups will be 5 points lower than the national average.

I am happy and secure at school and at home

I am working hard to get the qualifications I need to achieve my ambitions

Shared outcome 1: Give children and young people the best start in life ~ CYPE input

What we have committed to	Strategies / plans in place to deliver
Strive for children and young people to be physically and emotionally healthy	
Give more support to those more likely to experience poorer outcomes	Children in Care Strategy – KCC Looked After Children project area Refugee resettlement programmes Family Hubs
Improve Access to services to support young people with mental health issues to build emotional resilience and ensure timely and effective support for those with the highest mental health needs	Input to~ CYP Mental Health transformation and procurement project CYP Mental Health Long Term Plan and Local Transformation Plan workstreams CYP Crisis and Complex Pathway project
Reduce level of substance misuse	Support delivery of Kent Drug and Alcohol Strategy
Increase use of Making Every Contact count	Family Hubs to offer MECC with links to support around WDH
Focused support for young carers	Support Triangle of Care action plans
Improve levels of physical activity in young people	Encourage use of Daily Mile programme in schools
Holiday Activities and Food Programme	Support delivery of programmes for 2025-28 (subject to Government funding being agreed)
Safeguarding	
	Deliver Safeguarding priorities working with the Kent Children Safeguarding Multiagency Partnership (KSCMP) Deliver the NHS Kent and Medway Safeguarding Strategy

Shared outcome 1: Give children and young people the best start in life~ CYPE Input

What we have committed to	Strategies / plans in place to deliver
Support families and communities so children thrive	
Whole family approach, co-producing with children, young people and families	Work through and with Children and Young People Programme Board to develop joint areas of focus for coming years. Support system to best deliver universal and lower level support
Improve and join up access to local support for families through the Family Hub model	Family Hub Programme Encourage uptake preschool support through understanding barriers
Ensure access to benefits for families	Link with ongoing Financial Hardship Programme Family Hub Programme
Improve transition to adult services	Mental health transition Long term condition focus
Improve nutrition in infants and young children	Support system to Implement Nourishing our next generation An infant feeding strategy for Kent 2024–2029
Support good mental health in families and children	Support system to implement Nurturing Little Hearts and Minds A Perinatal Mental Health & Parent-Infant Relationship Strategy for Kent 2024 – 2029

Shared outcome 1: Give children and young people the best start in life ~ CYPE Input

What we have committed to	Strategies / plans in place to deliver
Help preschool and school-age children and young people achieve their potential	
Support families so that children are ready for school	<p>KCC Early Years and Childcare strategy in development</p> <p>Support and work through Family Hubs</p> <p>Provide community-based family learning courses through Family Hubs and other local venues, including engagement courses and parenting courses – deliver to parents and children from schools and other community partners, targeting those identified as being in areas of deprivation.</p>
Support access to high quality nursery education	<p>Sufficient nursery places created to meet demand for new 2-year old entitlement</p> <p>Ensure accessibility to nursery places matches local need through sufficiency planning</p> <p>Sufficient nursery places created to meet demand for new 9-month + aged babies’ entitlement</p>
Improve proportion children achieving a good level of development at end Early Years Foundation Stage including through evidence-based parenting support to all who would likely benefit	<p>Sufficient nursery places created to meet demand for new 2-year old’ entitlement</p> <p>Implement revised model of universal targeted and specialist support in all settings</p> <p>Sufficient nursery places created to meet demand for new 9-month + aged babies’ entitlement</p>
Help Young People Achieve their potential	Pathways for All: System leadership of the Post 16 sector to improve curriculum pathways for young people. Additional pathways ready to deliver.
Tackle low school attendance reducing pupil absence rates	Work to support and increase attendance
Support Healthy and positive approach to adolescence	Work with partners to increase understanding and “normalisation” of adolescent stresses and anxieties

Shared outcome 1: Give children and young people the best start in life ~ CYPE input

What we have committed to	Strategies / plans in place to deliver
Help preschool and school-age children and young people achieve their potential	
Provide equal access to educational opportunities	<p>Education Strategy– KCC</p> <p>Development of a national register for pupils educated other than in school, requiring Kent to maintain strong monitoring of children missing education and those in elective home education.</p>
Ensure young people are skilled and ready for adult life Improve pupil attainment measured through average attainment 8 scores	<p>Education Strategy – KCC</p> <p>Framing Kent’s Future</p>
<p>Strengthen capability of mainstream settings and universal services to meet the needs of CYP with SEND so that Children with SEND to have a good school place in or near their local community.</p> <p>Page 345</p>	<p>Support delivery through the Kent and Medway LDA Strategy</p> <p>Improve pupil attainment in SEN pupils measured through average attainment 8 scores</p> <p>CATIE(Countywide Approach to Inclusive Education)</p> <p>Review of Specialist resource provisions to ensure SRP units in mainstream schools are in the right places to meet needs</p>
Deliver Inclusive early years education	<p>Help early years settings to embed inclusive support for children and build on existing good practice through a model for universal, targeted and specialist support</p>
<p>Work with families with children & young people with SEND</p> <p>Provide specialist SEND support with early identification and good coordination</p> <p>Children and Young People with SEND to have a pathway through education which delivers progress and attainment so that the Young people achieve independence into adulthood</p>	<p>Support delivery through the Kent and Medway LDA Strategy</p> <p>KCC SEND Strategy</p> <p>CATIE(Countywide Approach to Inclusive Education)</p> <p>Priority One: Supporting a school led system to deliver the highest quality core inclusive education,</p> <p>Priority Two: Providing additional intervention and support with engagement and integration,</p> <p>Priority Three: Inclusive Education is part of a broader, holistic, and joined-up offer of support,</p> <p>Priority Four: Ensuring smooth transition between education phases.</p>

Shared outcome 1: Give children and young people the best start in life ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Support families and communities so children thrive	
Whole family approach, co-producing with children, young people and families	Family hubs Implement the National Healthy Child Programme Support Core 20plus5 for children and young people
Improve and join up access to local support for families through the Family Hub model	Family Hub Programme Nurturing Little Hearts and Minds Strategy for early mental health Infant feeding strategy
Ensure access to benefits for families	Work with NHS colleagues on MECC opportunities Support Kent Association of Local Councils (KALC) cost of living initiatives Family Hub Programme

Shared outcome 1: Give children and young people the best start in life ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Strive for children and young people to be physically and emotionally healthy	
Address health inequalities	Increase rates of breastfeeding Increase rates of immunisation in deprived groups Reduce % children who are obese and overweight Reduce the proportion of women who smoke in pregnancy Support delivery perinatal equity and equality action plan and commission for and monitor implementation of personalised care Support Core20PLUS5 projects
Give more support to those more likely to experience poorer outcomes	Input to Refugee resettlement programmes Infection prevention control advice to UASC accommodation sites Data and evidence on health inclusion groups to inform strategy and services Family Partnership Programme
Improve Access to services to support young people with mental health issues to build emotional resilience and ensure timely and effective support for those with the highest mental health needs	Support the Children and Young People Mental Health transformation programme
Protect young people from exploitation and criminal harm	Prevent Duty Support Community Safety Plans Support the Kent Community Safety Agreement and Action Plan Increase understanding of the impact of social channels and gaming on exploitation and abuse

Shared outcome 1: Give children and young people the best start in life ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver Led by / responsible
Strive for children and young people to be physically and emotionally healthy	
Improve levels of physical activity in young people	Support Move Together~ Active Kent and Medway Strategy Support Districts and KALC in developing local plans around physical activity Support for Daily Mile in Primary Schools
Reduce % children who are obese and overweight	Inequalities, Prevention and Public Health Committee (IPPH) - Prevention Subcommittee Action Plan Whole system Obesity Strategy Support Districts and KALC in developing local plans around healthy weight Establish “Relationship with Food” programme Publication of responsive feeding animations
Reduce the proportion of women who smoke in pregnancy	Local Maternity and Neonatal System Delivery Plan
Take a preventative approach to keeping children healthy including oral health and Immunisation	IPPH Prevention Subcommittee Action Plan Health Protection Board - Immunisation assurance as part of the DPH statutory role Targeted work to reach inclusion groups – MMR in GRT communities National Healthy Child Programme
Impact of vaping and cannabis use in families	Explore specific post to work with families around tackling this issue

Shared outcome 1: Give children and young people the best start in life ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Help preschool and school-age children and young people achieve their potential	
Support families so that children are ready for school	Family Hubs Promoting the uptake of key immunisations
Support access to high quality nursery education	Help ensure families access to nursery entitlement working through health visitor service and voluntary sector and community groups
Improve proportion children achieving a good level of development at end Early Years Foundation Stage including through evidence- based parenting support to all who would likely benefit	Family Hubs Commission evidence based, well targeted parenting support including Triple P

Shared outcome 1: Give children and young people the best start in life ~ GET Input

What we have committed to	Strategy / plan / Service in place to deliver
Support families and communities so children thrive	
Reducing access to vapes, cigarettes and alcohol for children under the age of 18 and raise awareness of the dangers.	Trading Standards & KSS Business Plan & Community Wardens
Ensure access to safe consumer goods	Trading Standards & Kent Scientific Services Business Plan
Raise awareness of alcohol consumption amongst young people	Community Wardens
Reduce the % of children living in poverty	Economic framework
Improve access to local support for families through the Family Hub model	Community Warden Objectives Libraries Registrations & Archives Business Plan - countywide programme of events and activities Playground National Portfolio Organisation Developer Contributions Guide supporting Integrated Childrens Services
Children have free access to books and learning tools	Libraries Summer Reading Challenge Developer Contributions Guide supporting Libraries

Page 350

Shared outcome 1: Give children and young people the best start in life ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Strive for children and young people to be physically and emotionally healthy	
Ensure access to safe and accurately described food	Food Enforcement Plan
Provide and promote opportunities for children and young people to improve physical and emotional wellbeing.	Country Parks Strategy Countryside Partnerships Playground National Portfolio Organisation Kent Design Guide Kent Cultural Strategy Libraries - countywide programme of events and activities Move Together - Active Kent and Medway Strategy Active Travel - work with schools Developer Contributions Guide

Shared outcome 1: Give children and young people the best start in life ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Strive for children and young people to be physically and emotionally healthy	
Improve levels of physical activity in young people	Move Together - Active Kent and Medway Strategy Country Parks Strategy Countryside Partnerships Local Transport Plan 5 Vision Zero Road Safety Strategy Rights of Way Improvement Plan
Reduce % children who are obese and overweight	Move Together - Active Kent and Medway Strategy
Take a preventative approach to keeping children healthy, including mental health and Immunisation	Community Wardens – safety advisory role Energy & Low Emissions Strategy Active Travel - work with schools

Page 352

Shared outcome 1: Give children and young people the best start in life ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Strive for children and young people to be physically and emotionally healthy	
Address health inequalities	<p>Kent & Medway High Ambition Pathway (reducing emissions) & the Environmental Improvement Plan</p> <p>Libraries Business Plan – focussing services in areas where there are inequalities</p> <p>Active Kent & Medway</p> <p>Developer Contributions Guide – working with Adult Social Care and Integrated Childrens Services to improve accessibility within residential housing and community facilities.</p>
Give more support to those more likely to experience poorer outcomes	<p>Playground National Portfolio Organisation</p> <p>Libraries - countywide programme of events and activities (most are free). Free computer use, free books, free resources</p>
Protect young people from exploitation and criminal harm	Kent Community Safety Agreement & Action Plan

Shared outcome 1: Give children and young people the best start in life ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Help preschool and school-age children and young people achieve their potential	
Improve proportion of children achieving a good level of development at end Early Years Foundation Stage including through evidence-based parenting support to all who would likely benefit	Libraries - countywide programme of events and activities, Bookstart, Summer Reading Challenge, Playground, access to free books (physical and digital) Playground National Portfolio Organisation
Ensure young people are skilled and ready for adult life Improve pupil attainment measured through average attainment 8 scores	Libraries – working with schools to provide opportunities for young people (school visits, DofE, supporting home education, access to digital and printing)
Strengthen capability of mainstream settings and universal services to meet the needs of CYP with SEND	Home to school transport for SEN
Work with families with children & young people with SEND Provide specialist SEND support with early identification and good coordination.	Playground National Portfolio Organisation Bookstart able to support SEND Home to School Transport for SEN
Provision of SEN infrastructure to support children with SEN	Developer Contributions Guide working in conjunction with CYPE.

Shared outcome 1: Give children and young people the best start in life ~ Infrastructure input

What we have committed to	Plans in Place to Deliver
Deliver the estate objectives in KCC net zero plan	KCC net zero plan
Continue to support the development of the One Public Estate Programme through the Kent Estates Partnership	Kent Estates Partnership
Ensure Young People are Skilled and Ready for Adult Life	<p>Supporting school – KCC supports Education through infrastructure via our capital programme for school and maintaining our sites through our FM partnerships.</p> <p>The Kent commissioning plan sets out KCC's commissioning intentions to plan to ensure there are sufficient school places, in the right locations and at the right time to fulfil our legal responsibility to offer an appropriate school place to all who require one but without compromising on high-quality provision our children and young people deserve.</p>
Support Access to High Quality Nursery Placements	Commissioned Nursery Provision through the Kent Commissioning Plan for Education Provision in Kent.
Improve and Join up access to local support for Families	KCP – Kent Communities programme sought to focus KCC buildings in areas of need. This included several proposed co-location of some of our services within a single building along with NHS partners.
Work with families with children and young people with SEND	MASH sites – our Multi-Agency Specialist Hub sites are centres for special educational needs and disabled (SEND) children and their families. A one stop shop where you can attend appointments with different services in the same place on the same day

Shared outcome 1: Give children and young people the best start in life ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Support families and communities so children thrive	
Improve transition to adult services	Work across both ASCH and CYPE to optimise support for young people between the ages of 14-25, as they transition from children to adult service, promoting independence and adult life.

Shared outcome 2: Tackle the wider determinants to prevent ill health

Address the wider determinants of health (social, economic and environmental), to improve the physical and mental health of all residents, tackle inequalities, and focus on those who are most vulnerable.

Priorities to deliver this outcome: Together we will...

Address the economic determinants that enable healthy lives including stable employment

We will attract and support new businesses and encourage all large employers to develop as anchor organisations within their communities including all public sector organisations, procuring and employing locally in a way that optimises social value. We will support people and small businesses with the cost-of-living crisis. We will help individuals fulfil their potential by achieving secure employment through education and skills development and by supporting businesses.

Address the social determinants that enable healthy lives including social networks and safety

We will build communities where everyone belongs. We will work with communities, building on their assets to empower people to address key health and social issues including loneliness, community safety and the economic burdens from misuse of drugs & alcohol. We will further develop social prescribing and local voluntary and community capacity to meet these challenges. The importance of Active Travel, access to services, work and leisure, and best use of local Libraries, Community Hubs, Arts and Heritage opportunities are recognised. In partnership we will promote community safety, tackling crime and preventing and reducing serious violence, antisocial behaviour and discrimination that can make people feel unsafe or unwelcome.

Address the environmental determinants that enable healthy lives including housing, transport and the natural and built environment

We will plan, develop and regenerate in a way that improves quality of life for new and existing communities – across built and natural infrastructures including housing, transport and the local environment. We will incorporate the impact of climate change in all planning. We will explore how we can help people adopt sustainable ways of living and working and make best use of all our resources. We will work to provide accessible homes for life and services for all, through planning and with housing providers. We will plan to improve safety, air quality and promote physical activity.

Address inequalities

We will ensure people who need them will have access to benefits, housing, services and support through identification, signposting and a directory of local support as well as opportunities to access work through skills development and local transport. We will focus on prevention and help people, including those with mental health issues, learning disabilities and neurodiversity, to enter, re-enter and be retained in the workplace, to have secure homes, benefits and social networks and opportunities, maximising their independence.

Indicators for this outcome could include:

By 2028/29, the proportion of people who feel lonely often or always will have reduced from 7.3% to no more than 5% across Kent and Medway.

By 2028/29, the percentage of the population who are in contact with secondary mental health services that are in paid employment (aged 18 to 69) will increase from 8% to above 10% in Kent and Medway.

All NHS organisations and local authorities will make progress towards their net-zero targets.

By 2028/29, the percentage of the population who are in receipt of long-term support for a learning disability that are in paid employment (aged 18 to 64) is similar to, or better than, the national average.

There is lots to do around here and I feel safe

I have been diagnosed with depression. My employer has been great working with services so I can still manage work

What we heard:

- Target prevention activities for each community group, making the most of VCSE expertise and community assets
- Longer duration for prevention programmes
- Support for cost of living – housing, transport, food
- Extend use of social prescribing
- Improve transport access to services, jobs and social opportunities

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Address the economic determinants that enable healthy lives including stable employment	
Encourage all large employers to develop as anchor organisations	Work with large employers around opportunities as anchor institutions Support healthy workplace initiatives Develop systems to ensure people with mental health issues can be retained in the workplace were possible
Optimise our role as public sector anchors including around procurement and employment	Work with districts and NHS colleagues to optimise role as anchor institutions
Cost of living crisis support Page 35 of 38	ICS Prevention Sub-Committee Support Kent Association of Local Councils (KALC) cost of living initiatives Support DC cost of living initiatives Use MECC to help people access benefits and support
Education and skills development for employment Increase percentage of the population who are in paid employment and are in contact with secondary mental health services or who have long term support for a learning disability	Develop systems to ensure people with mental health issues can be retained in the workplace were possible

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Address the social determinants that enable healthy lives including social networks and safety	
Reduce loneliness	Research – HDRC Support district initiatives including Priority Places Support KALC loneliness initiatives Ensure links One You and Social prescribing Develop MECC to identify and hand off/signpost people who are lonely Ageing well strategy input
Community safety including tackling crime, serious violence, anti-social behaviour and discrimination	Contribute to the Kent CSP Action Plan
Reduce level of substance misuse	Kent Drug and Alcohol Strategy
Reduce level of alcohol misuse	Inequalities Prevention and Population Health Committee (IPPH) Prevention Subcommittee Action Plan Kent Drug and Alcohol Strategy Support licencing to reduce risks from alcohol

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Address the social determinants that enable healthy lives including social networks and safety	
Social prescribing	IPPH Action Plan, Link MECC to social prescribing
Voluntary and community capacity	Work with KALC to develop the role of parishes
Active travel	Ageing well strategy Active Kent and Medway

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Address the environmental determinants that enable healthy lives including housing, transport and the natural and built environment	
Improve quality of life across built and natural infrastructures (including transport)	Ageing well strategy
Tackle climate change including sustainable ways of living and working and air quality	Raising awareness around the climate emergency and threats to health Contribute to multi-agency work on climate adaptation and mitigation Contribute to the improvement of air quality (both indoor and outdoor)
Accessible homes Page 361	Public Health support to the Kent Housing Group Contribution to the refresh of the Kent and Medway Housing Strategy Housing and Health Project Officer located in Public Health Support to districts around health and housing Advice to planning applications Advice to planners and developers' networks Ageing well strategy

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Address inequalities	
Ensure access to services people need	Health and Wellbeing Plans Commissioning approach to include access and proportionate universalism as key drivers Develop bespoke services to meet specific needs Support DC plans to improve local access and services Target health checks
Improve employment rates in people with mental health issues	Develop systems to ensure people with mental health issues can be retained in the workplace where possible Contribute to the ICB Work and Health Programme
Improve employment rates in people with Learning difficulties	Through role in LD and autism strategy

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Address the economic determinants that enable healthy lives including stable employment	
Attract and support new businesses	K&M Economic Framework LRA Business & Intellectual Property Centres (BIPC) Trading Standards Business advice Kent Downs National Landscape Management Plan
Support all businesses (including SMEs)	Trading Standards Business Advice Kent Scientific Services – product testing and analysis LRA Business & Intellectual Property Centres (BIPC)
Encourage all large employers to develop as anchor organisations	Kent & Medway Economic Framework
Optimise our role as public sector anchors including around procurement and employment	Kent & Medway Economic Framework
Cost of living crisis support	Libraries - warm spaces, access to free PCs/Wi-fi, Community fridge at Wood Avenue, Managing finances course on public PCs Trading Standards Information Programme – supporting consumers and families Community Wardens – supporting access to benefits, hardship funds, warm spaces, food banks etc. England National Concessionary Travel Scheme (Bus Pass) Energy & Low Emissions Strategy - Support for vulnerable / lower income households on water saving tips & devices & tariff

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Address the economic determinants that enable healthy lives including stable employment	
Education and skills development for employment	K&M Economic Framework Cultural Strategy Developer Contributions Guide – collections for Adult Education & Children, Young People & Education
Address the social determinants that enable healthy lives including social networks and safety	
Reduce loneliness	Positive Wellbeing – social prescribing service Libraries (inc. mobile libraries & home library service) Know your neighbourhood Thanet Community Wardens Objective – Community Wellbeing, support the elderly & vulnerable Country Parks & Countryside Partnerships Green Social Prescribing Network Heritage Conservation Volunteering Kent Karrier Move Together - Active Kent and Medway Strategy Kent Cultural Strategy
Community safety including tackling crime (inc. serious organised crime), serious violence, anti-social behaviour and discrimination	Kent Community Safety Agreement and Action Plan Trading Standards Action Kent Design Guide
Protecting vulnerable people in our communities	Trading Standards Community Safety Agreement & Community Wardens Kent Karrier Community Transport Grant Scheme Home Library Service
Deliver on Serious Violence Duty	Kent Community Safety Agreement and Action Plan

Page 364

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Address the social determinants that enable healthy lives including social networks and safety	
Reduce level of substance misuse	Substance Misuse Alliance Kent Community Safety Agreement and Action Plan
Reduce level of alcohol misuse	Trading Standards – prevent underage sales
Developing Social prescribing	Positive Wellbeing – social prescribing service Community Wardens Green Social Prescribing Network Kent Cultural Strategy Libraries - prescribed activities, events or self-help books
Voluntary and community capacity	Community Wardens Heritage Conservation & Countryside Partnerships Volunteer programmes Volunteering Opportunities Community transport grant scheme Local Flood Risk Management Strategy
Active travel	Local Transport Plan (LTP 5) (Kent Cycling & Walking Infrastructure Plan) Carbon Net Zero Vision Zero' Road Safety Strategy Rights of Way Improvement Plan Kent and Medway Energy and Low Emissions Strategy Kent Environment Plan (2024 onwards) Kent Design Guide, Neighbourhood Plans & Strategic Planning Applications Developer Contributions Guide
Best use of music, arts and leisure	Kent Cultural Strategy Playground National Portfolio Organisation Heritage Strategy Kent Downs National Landscape Move Together - Active Kent and Medway Strategy Libraries – free access to a range of resources.

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
<p>Address the environmental determinants that enable healthy lives including housing, transport and the natural and built environment</p>	
<p>Improve quality of life across built and natural infrastructures (including transport)</p> <p>Page 366</p>	<p>Kent Design Guide Neighbourhood Plans Strategic Planning Applications Nationally significant infrastructure projects (NSIP)</p> <p>Kent Cultural Strategy Cultural Planning Toolkit</p> <p>Move Together - Active Kent and Medway Strategy</p> <p>Local Flood Risk Management Strategy</p> <p>Kent's Plan BEE – Pollinator Action Plan</p> <p>Developer Contributions Guide</p> <p>Kent Waste Disposal Strategy</p> <p>Fly tipping - Support partners with their statutory responsibility to investigate and enforce fly-tipping and promote responsible disposal of waste.</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Address the environmental determinants that enable healthy lives including housing, transport and the natural and built environment	
Tackle climate change including sustainable ways of living and working and air quality	Energy Strategy - incoming Nationally significant infrastructure projects (NSIP) Local Transport Plan 5 – Transport strategy Energy & Low Emissions Strategy Local Flood Risk Management Strategy Kent Waste Disposal Strategy
Accessible homes	Trading Standards – fair treatment of tenants Infrastructure Mapping Platform Kent Design Guide Developer Contributions Guide – working with ASCH

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Address inequalities	
<p>Ensure access to services people need</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 368</p>	<p>Community Warden Service – active signposting & referral support</p> <p>Local Transport Plan 5 (& Kent Cycling & Walking Infrastructure Plan - ensuring modal choice) Rights of Way Improvement Plan</p> <p>Libraries</p> <ul style="list-style-type: none"> - signposting services (private meeting areas, Ask a Kent librarian service) - Accessible Libraries, mobile libraries, on-line, Home library Service. Postal loan. - Free membership / Exempt offer removes barriers for people with disabilities. - Free computers with accessibility supports. Free wi/fi. <p>English National Concessionary Travel Scheme (Buss passes)</p> <p>Household Waste Recycling Centres – inc. improved accessibility as a result of digital transformation.</p> <p>Developer Contributions Guide – ensuring developments provide community resources and good access to services.</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Address inequalities	
Maximise independence of those with mental health issues, learning difficulties and neurodiversity	<p>Libraries - Reading well book collections, self-help book collections, autism friendly libraries. Dementia Friendly Libraries. Books Beyond Words reading groups. Volunteering opportunities.</p> <p>Arts Investment Fund - supporting people with learning difficulties and neurodiversity</p> <p>Move Together - Active Kent and Medway Strategy - supporting people with learning difficulties and neurodiversity</p>
Improve employment rates in people with mental health issues	Library volunteering opportunities

Shared outcome 2: Tackle the wider determinants to prevent ill health~ CYPE Input

What we have committed to	Strategies / plans in place to deliver
<p>Address the economic determinants that enable healthy lives including stable employment</p>	
<p>Education and skills development for employment</p>	<p>The Adult Education Budget is changing to become the Adult Skills Fund, with the introduction of new 'Primary Purposes' for funding and a focus on moving learners closer to, into work and up within work. Learning for leisure is no longer fundable.</p> <p>Deliver courses to supporting building learner confidence and supporting wellbeing, focusing on deprived communities in coastal areas. Impact evidenced through learner end-of course feedback</p> <p>Refugees will complete accredited ESOL courses to move them into/closer to sustaining work.</p> <p>Adults without L2, will develop numeracy skills and/or confidence through engagement with Multiply project.</p>
<p>Increase opportunity for parents to work</p>	<p>All primary schools have arrangements in place, directly or in partnership, enabling their pupils to access before and after-school wraparound care (by September 2026)</p> <p>Sufficient nursery places created to meet demand for new 2-year old entitlement</p> <p>Sufficient nursery places created to meet demand for new 9-month + aged babies entitlement</p> <p>Deliver Holiday Activity and Food programme, develop and deliver procurement for 2025-28 (subject to Government funding being agreed)</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Infrastructure input

What we have committed to	Plans in Place to Deliver
Work with Kent & Medway Resilience Forum partners to mitigate risks in respect of mass casualty / mass fatality incidents	KMRF Mass Casualty Plan KMRF Mass Fatality Plan
Work with Kent & Medway Resilience Forum partners to assist survivors / evacuees of incidents / emergencies affecting communities in Kent	KMRF Evacuation & Shelter Plan KMRF Welfare Centre Guidelines
Deliver the estate objectives in KCC net zero plan	KCC net zero plan
Continue to support the development of the One Public Estate Programme through the Kent Estates Partnership	Kent Estates Partnership
Tackle climate change including sustainable ways of living and working and air quality	KCC commitment to achieve Net Zero emissions by 2030 for our own estate, operations and traded services. Monitoring against this target started in April 2021. All Commissioned contractors are enabled to deliver against KCC targets. KCC have also achieved the International Standard for Environmental Management (ISO14001) and have held this standard since 2009.
Address the social determinants that enable healthy lives including social networks and safety	KCP – Kent Communities programme sought to focus KCC buildings in areas of need. This included several proposed co-location of some of our services within a single building along with NHS partners. Community Gateways - These sites allow individuals to access a wide range of services in one building, including to enrol on Adult Education courses, register a birth or death, use the library services and obtain advice on KCC services.
Maximise independence of those with mental health issues, learning difficulties and neurodiversity	Community Day Learning Disability hubs – KCC has a range of hubs that support individuals to build individual and existing capabilities, recognising Individuals as assets, provide peer support networks and blurring distinctions between individuals and professionals. These hubs support promoting independence and wellbeing. This supports individuals to participate in all aspects of community life to work, learn, get ahead, meet people, be part of social networks and access good and services - and have support to do so.

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Adult Social Care Input

What we have committed to	plans in place to deliver
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Address the economic determinants that enable healthy lives including stable employment

Cost of living crisis support	Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.
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Address the social determinants that enable healthy lives including social networks and safety

<p>Reduce loneliness</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 372</p>	<p>Social prescribing - working with the NHS and our partners to co-develop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p>
Community safety including tackling crime, serious violence, anti-social behaviour and discrimination	<p>Safeguarding – review and update current ways of working to ensure that our safeguarding approach in Kent is of the highest standard possible and that best practice is embedded across all teams with a focus on continuous learning and improvement.</p> <p>Prevent and Serious Organised Crime -meet statutory responsibilities under CONTEST, Prevent Duty and Channel Duty. Coordinate a multi-agency approach across partners who include police, health and education and support the delivery of KCC’s Serious Organised Crime Strategy and action plan.</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Address the social determinants that enable healthy lives including social networks and safety	
Social prescribing	Social prescribing - working with the NHS and our partners to co-develop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing
Voluntary and community capacity	<p>Build Resilient Communities</p> <p>Micro-providers – establishing a strong network of small (micro) businesses to improve community resilience and individual choice by offering more diverse activities and resources. Driving culture change towards self-directed support and encouraging staff and people in Kent to access innovative care and support in their local communities.</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p>
Building resilient communities	<p>Dementia friendly communities – promoting Dementia Awareness Sessions, virtual bus tours and dementia interpreter training, shaping and sharing best practice, linking people together to provide peer support in local communities and encouraging participation in the Kent Dementia Action Alliance</p> <p>Social Prescribing - working with the NHS and our partners to co-develop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p>

Page 373

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Adult Social Care Input

What we have committed to	plans in place to deliver
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Address inequalities

<p>Ensure access to services people need</p>	<p>Micro-providers – establishing a strong network of small (micro) businesses to improve community resilience and individual choice by offering more diverse activities and resources. Driving culture change towards self-directed support and encouraging staff and people in Kent to access innovative care and support in their local communities.</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p> <p>Social prescribing - working with the NHS and our partners to co-develop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p> <p>Digital pathways – developing new, accessible and user-friendly ways for people to access clear information and support from adult social care when they need it. Includes the use of self-assessment and financial assessment tools so people can access this remotely</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p>
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Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Address inequalities</p> <p>Maximise independence of those with mental health issues, learning difficulties and neurodiversity</p>	<p>Kent and Medway All-age Learning Disability and Autism Strategy – co-producing a system-wide vision and strategy with Autistic people and people with learning disabilities, the NHS and Medway Council in readiness for the formation of the Integrated Care System (ICS) to put the person at the heart of decision making and service design.</p> <p>Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p>
<p>Improve employment rates in people with Learning difficulties</p>	<p>Kent and Medway All-age Learning Disability and Autism Strategy – co-producing a system-wide vision and strategy with Autistic people and people with learning disabilities, the NHS and Medway Council in readiness for the formation of the Integrated Care System (ICS) to put the person at the heart of decision making and service design.</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Procurement input

What we have committed to	Strategies / plans in place to deliver
Local Employment	<p>Seek to optimise local employment and training opportunities to reduce unemployment and raise local skills</p> <p>Secure focus on most deprived communities</p> <p>Workforce culture to be inclusive and reflect diversity</p> <p>Opportunities to improve skills and develop young people</p> <p>Support people who have been out of the workforce for some time</p> <p>Support for people who are NEETs, care leavers and have a history of offending</p> <p>Visits to local schools by employer</p> <p>Training opportunities offered and meaningful work placements offered</p>
Local Economy	<p>Commissioned provider in turn embraces above and other value for social value in their commissioning</p> <p>Prime contractors to support local supply chain including focus on local microbusinesses, SMEs and VCSE</p> <p>Role contractor as provider advice and support to local SMEs and VCSEs</p>
Community Development	<p>Businesses to support resilience in local communities with focus on local need</p> <p>Support local priorities, campaigns and projects and encourage cohesion</p> <p>Donations and in kind support for local community projects including sharing experience and skills</p> <p>Staff to have volunteering opportunities</p> <p>Support for health and wellbeing initiatives in the local community</p> <p>Initiatives to reduce crime and to tackle homelessness</p> <p>Support for people who are older or have a disability within the community</p> <p>Support for the VCSE organisations</p> <p>Increase accessibility to contracting opportunities for local SMEs and VCSEs</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Procurement Input

What we have committed to	Strategies / plans in place to deliver
Good Employer	<ul style="list-style-type: none"> Support staff development in provider organisations and them in turn in their supply chains Seek to pay National Living Wage to staff under age 25 Action to secure gender equality in pay Support for mothers to be an active part of the workforce Support for people with a disability to be part of the workforce Employment of people from the global majority Promote Equality, Diversity and Inclusion in our supply chains' workforces Wellbeing courses and support for staff Support to enable people with mental health issues to be retained in the workplace Ethical procurement including anti-slavery to reduce the risk of modern slavery in our supply chains Reduce the risk of bribery, fraud and corruption in our supply chains
Green and Sustainable	<ul style="list-style-type: none"> Initiatives to reduce environmental impacts in relation to the contract and similar in supply chains Reduce carbon emissions in our supply chains and securing Net Zero commitments from suppliers Reduce wider environmental impact via procurement (e.g. reducing waste, using sustainable materials) Initiatives to reduce transport impact eg cycle to work, public transport, In kind and finance support towards development of local green infrastructure

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Community Civil Strategy Input

What we have committed to (up until end of 2024)	Strategies / plans in place to deliver
Support a Strong and Vibrant civil society across Kent communities	<p>Refresh the KCC Civil Society Strategy</p> <p>Deliver recommendations NPC report including focus on partnership working, shared responsibility, co-design and longer-term outcomes</p> <p>Continue to strengthen and improve commissioning practice to enable greater partnership with the VCSE.</p>
Understand and value the role of the civil society	<p>Continue to develop a collaborative approach with the VCSE including through the VCS Strategic Partnership Board with a focus on long term challenges and solutions</p> <p>Work with ICB to ensure strong and meaningful VCS engagement in delivering the IC Strategy</p>
Ensure the Social Sector is sustainable and innovative	<p>Continue to look at how we can support a range of funding streams that support innovation and independence</p> <p>Build on the learning and success of Crowdfund Kent to develop alternative funding sources and to better focus resource on what is important to local communities</p> <p>Develop further local opportunities to improve health and wellbeing through crowdfunding working alongside PH.</p>
Ensure available infrastructure support to the diverse sector	<p>Continue to look at how we can support sustainable infrastructure support, organisational and leadership support, peer support, income generation and funding and organisational development within the VCSE reflecting the needs of diverse organisations, as we develop the new strategy.</p>
Develop and effective, efficient and inclusive approach to volunteers	<p>Continue to support the development of countywide volunteering infrastructure to ensure a consistent, sustainable system to manage, promote and attract volunteering through Kent Volunteers this includes volunteering to support health and wellbeing.</p> <p>Support Kent Volunteers to continue to develop the countywide platform for the system to seek and onboard volunteers and for people wishing to volunteer to access</p> <p>Better understand the needs of volunteers and barriers to volunteering through Kent Trustees' Network</p> <p>Target volunteers to key strategic areas of need, work and opportunity including Family Hubs through the work of Kent Volunteers.</p>

Shared outcome 2: Tackle the wider determinants to prevent ill health ~ Community Civil Strategy Input

What we have committed to (up until the end of 2024)	Strategies / plans in place to deliver
Uphold the independence of the social sector and enabling it to influence	Continue to support the independent VCSE Steering Group as a means of wider VCSE engagement and ensure it has a strong voice to advocate Recognise and utilise the established engagement mechanisms put in place by the sector to enable strategic engagement within the health and wellbeing agenda such as the VCSE led place-based Alliances
Revise CSS and supporting resources reflecting System changes and pressures including rising need and challenging financial pressures	Work with system partners as we undertake a review and revision of the CSS, to identify any opportunities for greater partnership and collaboration.

Shared outcome 3: Supporting happy and healthy living

Help people to manage their own health and wellbeing and be proactive partners in their care so they can live happy, independent and fulfilling lives; adding years to life and life to years.

Priorities to deliver this outcome: Together we will...

Indicators for this outcome could include:

What we heard:

- Improve the transition between services – communication, user experience, timeliness
- Engage with communities to tailor communications and support for each community
- Joined up services to support people who are at risk including survivors of domestic abuse and people who are homeless
- Support veterans
- Focus on adult safeguarding

Support people to adopt positive mental and physical health behaviours

We will deliver evidenced based support to individuals at an appropriate scale to enable them to choose healthy weight, healthy diet choices, physical activity, good sexual health, and minimise alcohol and substance misuse and tobacco use to prevent ill health. We will work with communities to develop community led approaches and local active and sustainable travel to support this. We will increase the use of 'making every contact count' and social prescribing to signpost and offer bespoke support where needed to help tackle inequalities using a proportionate universal approach. Additionally, by addressing socioeconomic determinants and aiding mental wellbeing we will help people adopt healthy lifestyles. We will improve health through a system wide approach to crime reduction with victim and offender support, tackling drugs, domestic abuse, exploitation, harm and violence against women and girls.

Deliver personalised care and support centred on individuals providing them with choice and control

We will use data to identify those most at risk and ensure all care is focussed on the individual with seamless transition between services, good communication, timely care and understanding of user needs and experience so they remain in control of their health and wellbeing. People living with dementia will be supported to live as well and as independently as possible with high quality, compassionate care from diagnosis through to end of life. We will improve the support we offer for women's health issues such as menopause. We will develop joined up holistic support for at risk groups including survivors of domestic abuse, people who are homeless, who misuse substances, who have mental health issues, who are veterans or who have offended.

Support people to live and age well, be resilient and independent

We will promote people's wellbeing to prevent, reduce or delay the need for care, focussing on the strengths of people, their families, their carers and their communities, enabling people to live independently and safely within their local community including by using technology. We will ensure accessible joined up multi agency working between services across health, social care, housing, criminal justice, the voluntary sector and others. With clear pathways and ongoing support for those with complex needs and overcoming barriers to data sharing. We will ensure people receive the care they need to preserve their dignity and wellbeing, to keep them independent for as long as possible and to be comfortable, dying in a place of their choosing. Further we will as a system work to ensure people, especially those who are most at risk are safe in their homes and communities.

By 2028, the % of adults in Kent and Medway who are physically inactive will have fallen from 22.3% to 20%.

By 2028, the % of adults in Kent and Medway who are overweight or obese will have fallen from 64.1% to 62%.

By 2028, hospital admissions in Kent and Medway due to alcohol will have fallen from 418.7 to 395 per 100,000.

By 2028, the rate of emergency admissions for those who are frail will have reduced by at least 1.5% to the rate it was in 2018.

By 2028, diabetes complications such as stroke, heart attacks, amputations, etc., will have reduced by at least 10%.

By 2028, we will increase the proportion of people who receive long-term support who live in their home or with family.

I lost weight with peer support from a local group I learnt about when I visited the hospital for something else

I have care and support that enables me to live as I want to

Shared outcome 3: Supporting happy and healthy living ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Support people to adopt positive mental and physical health behaviours	
Increase use of Making Every Contact count	Social prescribing - working with the NHS and our partners to co-develop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing
Increase physical activity, strength and balance in older people	One You Kent
Victim and offender support. Tackle domestic abuse, exploitation and violence against women and girls	Safeguarding – review and update current ways of working to ensure that our safeguarding approach in Kent is of the highest standard possible and that best practice is embedded across all teams with a focus on continuous learning and improvement.

Shared outcome 3: Supporting happy and healthy living ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Deliver personalised care and support centred on individuals providing them with choice and control</p>	
<p>Work together to ensure all care is focused on the individual including sharing data, seamless transition between services, good communication, understanding user needs</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 382</p>	<p>Data sharing agreements Integrated Neighbourhood teams</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>
<p>People with dementia are supported to live as well and independently as possible</p>	<p>Dementia friendly communities – promoting Dementia Awareness Sessions, virtual bus tours and dementia interpreter training, shaping and sharing best practice, linking people together to provide peer support in local communities and encouraging participation in the Kent Dementia Action Alliance</p> <p>Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p>

Shared outcome 3: Supporting happy and healthy living ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Promote wellbeing to prevent, reduce or delay need for care</p>	<p>Social prescribing - working with the NHS and our partners to codevelop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p> <p>Through co-production we will ensure that people we support are as individuals, making sure we focus on equality, diversity and inclusion as we work with people to help them make more informed</p>
<p>Adult safeguarding</p>	<p>Safeguarding – review and update current ways of working to ensure that our safeguarding approach in Kent is of the highest standard possible and that best practice is embedded across all teams with a focus on continuous learning and improvement.</p>

Shared outcome 3: Supporting happy and healthy living ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Enable people to live safely in their community including through technology</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 384</p>	<p>Locally based Commissioning Model Dementia Friendly communities Ageing Well Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p> <p>Digital pathways – developing new, accessible and user-friendly ways for people to access clear information and support from adult social care when they need it. Includes the use of self-assessment and financial assessment tools so people can access this remotely. The digital pathway for people accessing Adult Social Care puts them in control of their journey, future proofs services and provides efficiencies throughout the process</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Kent Enablement At Home (KEaH): Provides a service which supports people to do more for themselves at home, by learning or re-learning skills that make them feel safe and confident in their own home. During the service we will get an understanding of a person’s needs to determine the best way to support them to remain independently in their own home.</p> <p>Kent Enablement Service: Kent Enablement Services delivers a one front door enablement service to Younger People and Adults with a Learning Disability or Autism or adults experiencing mental health difficulties, providing a range of interventions to enable people to achieve their goals providing greater choice, control, and sustainable outcomes</p>

Shared outcome 3: Supporting happy and healthy living ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Support people to live and age well, be resilient and independent</p>	
<p>Multi agency working with clear pathways and ongoing support for those with complex needs</p> <p style="text-align: center;">Page 385</p>	<p>Integrated Commissioning Care and Support Pathways Kent and Medway Care Record (KMCR) Frailty pathway redesign</p> <p>Locality operating model – organising our social care workforce into 12 locality teams aligned with district councils and the NHS, making sure we have the right skills within our workforce to deliver our new models of care. Aiming to give people access to the right person, so that they can receive the care and support they require in their local areas and improve community links with partner organisations</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p>
<p>Ageing and dying well with reduced deaths in hospital and death in a place of choice</p>	<p>Ageing Well Strategy</p>

Shared outcome 3: Supporting happy and healthy living ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Support people to adopt positive mental and physical health behaviours	
Evidenced based support to help people choose healthy lifestyles including through bespoke support including:- Healthy weight Diet choices Physical activity Sexual health Drug misuse Alcohol misuse Tobacco and Smoking Immunisation and Screening	Health and Wellbeing Plans IPPH Prevention Subcommittee Action Plan Drug and Alcohol Strategy Social Prescribing Strategy, Population Health Management Roadmap NHS Long Term Plan (LTP) Tobacco Dependence Treatment Service Programme Stop smoking services Kent Association of Local Councils (KALC) Physical Activity initiatives KALC weight loss initiatives Move Together One You Kent Advice and awareness raising on immunisations and screening, targeted to reduce inequalities District health alliance plans
Increase use of Making Every Contact count	Work with NHS Providers and DC officers to roll out model
Increase physical activity, strength and balance in older people	One You Kent Support to Move Together KALC Physical Activity initiatives Ageing Well strategy District health alliance plans

Shared outcome 3: Supporting happy and healthy living ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Deliver personalised care and support centred on individuals providing them with choice and control	
Work together to ensure all care is focused on the individual including sharing data, seamless transition between services, good communication, understanding user needs	Support the development of Data sharing agreements
People with dementia are supported to live as well and independently as possible	Support KALC dementia and carer initiatives and work at DC and Alliance level Ageing well strategy
Holistic support for at risk groups (Homeless/ Gypsy, Roma, Traveller communities/ veterans/offenders/substance misuse etc.)	Military Covenants Gypsy, Roma and Traveller Service Gypsy, Roma and Traveller community of practice delivery plan
Adult safeguarding	Ageing well strategy Mental health and suicide prevention strategies and plans Substance misuse and co-occurring conditions delivery plan
Health Protection	Gaining assurance that systems are in place in Kent protect the safety of residents, including around infectious diseases, environmental hazards, and emergencies.

Shared outcome 3: Supporting happy and healthy living ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Support people to live and age well, be resilient and independent	
Promote wellbeing to prevent, reduce or delay need for care	IPPH Prevention Subcommittee action plans Prevention initiatives to reduce and delay need for care including <ul style="list-style-type: none"> • Create community capacity to support wellbeing • Ensure more people with cooccurring physical and mental health conditions are identified early and supported to live well and safe from harm and neglect • More people age and live well at home with the right care at the right time in the right place ASC prevention plan
Enable people to live safely in their community including through technology	Dementia Friendly communities Health and Wellbeing Plans Support KALC dementia initiative Support Health Alliance plans at district level ASC prevention plan

Shared outcome 3: Supporting happy and healthy living ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Support people to live and age well, be resilient and independent	
Multi agency working with clear pathways and ongoing support for those with complex needs	Health and Wellbeing Plans
Ageing and dying well with reduced deaths in hospital and death in a place of choice	Ageing Well Strategy
Reduce self-harm and suicide	K&M Suicide Prevention Strategy Mental Wellbeing Concordat Mental Health Together Kent and Medway suicide and self-harm prevention strategy 2021-2025. Suicide Prevention Strategy - Kent County Council
Deliver prevention with a focus on multi-morbidity in line with major conditions strategy/CMO report.	Ageing Well Strategy
Protect the health of Kent residents	Support UKHSA in the response to infectious diseases and outbreaks, environmental and other hazards Contribute to Emergency Planning and Preparedness, including preparedness for future pandemics Infection Prevention and Control in high-risk settings including care homes, wider care sector, education, asylum settings.

Shared outcome 3: Supporting happy and healthy living ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Support people to adopt positive mental and physical health behaviours	
<p>Evidenced based support to help people choose healthy lifestyles including through bespoke support including:-</p> <ul style="list-style-type: none"> Healthy weight Diet choices Physical activity Sexual health Drug misuse Alcohol misuse Tobacco and Smoking 	<p>Move Together - Active Kent and Medway Strategy Everyday Active</p> <p>Social Prescribing Strategy, including green social prescribing</p> <p>Trading Standards – prevention of underage sales of illicit tobacco, vapes and alcohol. Ensure access to safe, accurately described food.</p> <p>Explore Kent Public Rights of Way Country Parks & Countryside Partnerships Safer Active Journeys (part of Road Safety & Active Travel)</p> <p>English National Concessionary Travel Scheme (bus passes)</p> <p>Developer Contributions Guide - working with ASCH & Integrated Childrens Services</p>

Shared outcome 3: Supporting happy and healthy living ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Support people to adopt positive mental and physical health behaviours	
Increase use of Making Every Contact count	Libraries, Positive Wellbeing, Community Wardens Everyday Active
Increase physical activity, strength and balance in older people	Move Together - Active Kent and Medway Strategy & Everyday Active Public Rights of Way Explore Kent
Victim and offender support. Tackle domestic abuse, exploitation and violence against women and girls	Kent Community Safety Agreement & Action Plan
Reduce instances of Domestic Abuse Related Death (DARD)	Community Safety – preventative learning from the reviews

Shared outcome 3: Supporting happy and healthy living ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Deliver personalised care and support centred on individuals providing them with choice and control	
Work together to ensure all care is focused on the individual including sharing data, seamless transition between services, good communication, understanding user needs	Community Wardens – Esther improvement coaches
People with dementia are supported to live as well and independently as possible	Community Wardens – Esther improvement coaches Dementia Friendly Libraries. Dementia groups, Safe space, Home Library Service Arts Investment Fund
Holistic support for at risk groups (Homeless/ Gypsy, Roma, Traveller communities/ veterans/offenders/substance misuse etc.)	Gypsy, Roma & Traveller Service
Adult safeguarding	Community Safety & Community Wardens

Page 392

Shared outcome 3: Supporting happy and healthy living ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Support people to live and age well, be resilient and independent	
<p>Enable people to live safely in their community, including through technology</p>	<p>Supporting better broadband</p> <p>Community Wardens – improving safety through digital solutions Community Safety – Provision of information in digitally accessible formats.</p> <p>Libraries – free access to computers, the internet, computer buddies, e resources. Home library service. Mobile library, Warm / safe spaces</p> <p>Coroners' duty to make reports to a person, organisation, local authority or government department or agency where the coroner believes action should be taken to prevent future deaths.</p> <p>Kent Karrier</p> <p>Local Flood Risk Management Strategy</p> <p>Developer Contributions Guide - improving home accessibility (inc. digital infrastructure) with ASCH</p>

Shared outcome 3: Supporting happy and healthy living ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Support people to live and age well, be resilient and independent	
Multi agency working with clear pathways and ongoing support for those with complex needs	Integrated Neighbourhood Teams
Ageing and dying well with reduced deaths in hospital and death in a place of choice	Arts Investment Fund
Reduce self-harm and suicide	Community Safety
Promote wellbeing to prevent, reduce or delay need for care	Move Together - Active Kent and Medway Strategy Kent Cultural Strategy Positive Wellbeing Community Wardens Libraries – Reading well collections Explore Kent Country Parks & Countryside Partnerships Safer Active Journeys Heritage Conservation Kent Karrier

Shared outcome 3: Supporting happy and healthy living ~ Infrastructure input

What we have committed to	Plans in Place to Deliver
Deliver the estate objectives in KCC net zero plan	KCC net zero plan
Continue to support the development of the One Public Estate Programme through the Kent Estates Partnership	Kent Estates Partnership

Shared outcome 4: Empower people to best manage their health conditions

Support people with multiple health conditions to be part of a team with health and social care professionals working compassionately to improve their health and wellbeing.

What we heard:

- Increase involvement of patients and carers in care plans
- Improve access to and consistency of primary care including general practice, dentistry and pharmacy provision.
- Increase offer of support and provide flexibility for carers

“We are not always superhuman. Someone to support us to support our child.”

Page 290

Priorities to deliver this outcome: Together we will...

Empower those with multiple or long-term conditions through multidisciplinary teams

We will support individuals to holistically understand and manage their conditions (such as cancer, cardiovascular disease, diabetes, dementia, respiratory disease and frailty) by using Complex Care Teams and Multi-Disciplinary Teams. This will help reduce or delay escalation of their needs. We will use a model of shared information and decision-making to empower individuals to only have to tell their story once and make informed choices about how, when and where they receive care, which will support individuals to achieve their goals. We will utilise developing technologies including telecare and telehealth, direct payments, personal health budgets, care packages and social prescribing where appropriate to support people to achieve their goals and live the life they want in a place called home.

Provide high quality primary care

We will work towards a system focused on prevention, health protection and early intervention to reduce the need for hospitalisation through ensuring people can readily access the services they need to manage their health. We will ensure all pharmacies are supporting people with health care, self-care, signposting and healthy living advice. We will improve and increase access to dentist and eye health services. We want general practice to offer a consistently high-quality service to everyone in Kent and Medway. This means improving timely access to a health care professional with the skills and expertise to provide the right support and guidance, this could be a physiotherapist, doctor, nurse, podiatrist or other primary care health and care professional. We will work across the system to support the provision of primary care, responding to the needs of new, and growing, communities and making the most of community assets.

Support carers

We will value the important role of informal carers, involve them in all decisions, care planning and provide support for their needs. We will make a difference every day by supporting and empowering carers with ready access to support and advice. We recognise the potential impact of their responsibilities on young carers and commit to reducing these challenges.

Indicators for this outcome could include:

By 2025, the rising trend in the percentage of days disrupted by hospital care for those with long term conditions will have reversed.

By 2028, the people describing their overall experience of making a GP appointment as good will have increased from 49% to at least 60%.

By 2027 we will have implemented our organisational carers strategies

By 2028, the proportion of carers who report that they are very satisfied with social services will have improved from 32.3% to at least 45%.

I can access the healthcare I need and know what options are available to me

I know what my rights as a carer are and can get timely information that is accurate, carer training and education and advice on all the possible options for my health and wellbeing, support needs and finance and housing

Shared outcome 4: Empower people to best manage their health conditions ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Empower those with multiple or long-term conditions through multidisciplinary teams</p>	
<p>Use Complex Care Teams and Multi- Disciplinary Teams to support people to manage their conditions</p>	<p>Integrated commissioning Locality operating model – organising our social care workforce into 12 locality teams aligned with district councils and the NHS, making sure we have the right skills within our workforce to deliver our new models of care. Aiming to give people access to the right person, so that they can receive the care and support they require in their local areas and improve community links with partner organisations</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p>
<p>Shared decision making to support individuals to achieve their goals</p>	<p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>

Shared outcome 4: Empower people to best manage their health conditions ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Empower those with multiple or long-term conditions through multidisciplinary teams	
<p>Utilise developing technologies, personal health budgets, direct payments and social prescribing to support people to achieve their goals</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 398</p>	<p>Digital pathways – developing new, accessible and user-friendly ways for people to access clear information and support from adult social care when they need it. Includes the use of self-assessment and financial assessment tools so people can access this remotely</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p>
Provide high quality primary care	
<p>Access to preventative, early intervention services to prevent admission to hospitals</p>	<p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Social prescribing - working with the NHS and our partners to codevelop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p> <p>Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>

Shared outcome 4: Empower people to best manage their health conditions ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Provide high quality primary care	
Support the provision of primary care to meet community needs	<p>Social prescribing - working with the NHS and our partners to codevelop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Locality operating model – organising our social care workforce into 12 locality teams aligned with district councils and the NHS, making sure we have the right skills within our workforce to deliver our new models of care. Aiming to give people access to the right person, so that they can receive the care and support they require in their local areas and improve community links with partner organisations</p>
Support carers	
Support carers, involve them and provide for their needs	<p>Kent Adult Carers’ Strategy – developing a person-centred five-year vision and strategy co-produced with carers in partnership with the NHS. Focusing on what is important for unpaid carers as experts with lived experience, to help them live full lives, be themselves, maintain their physical and mental wellbeing and be aware of the support provided at each stage of their carer’s journey</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>
Focused support for young carers	Triangle of Care action plans

Shared outcome 4: Empower people to best manage their health conditions ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Empower those with multiple or long-term conditions through multidisciplinary teams	
Use Complex Care Teams and Multi- Disciplinary Teams to support people to manage their conditions	Work to influence activity PCNs and INTs
Access to preventative, early intervention services to prevent admission to hospitals	One You Health Checks Commission effective targeted PH services and support ASC prevention plan
Ensure pharmacies support people with self-care, healthy living advice etc.	Through Work with HCPs and PCNs
Media and communications	Use media and communications effectively to raise awareness and sign post to services

Shared outcome 4: Empower people to best manage their health conditions ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Provide high quality primary care	
Support the provision of primary care to meet community needs	Commission health checks Develop primary care initiatives driven by need that tackle inequalities with HCPs
Support carers	
Support carers, involve them and provide for their needs	Support Kent Association of Local Councils (KALC) dementia and carer initiatives

Shared outcome 4: Empower people to best manage their health conditions ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Empower those with multiple or long-term conditions through multidisciplinary teams	
Use Complex Care Teams and Multi-Disciplinary Teams to support people to manage their conditions	Community Wardens
Shared decision making to support individuals to achieve their goals	Positive Wellbeing Community Wardens – Esther Improvement Coaching
Utilise developing technologies, personal health budgets, direct payments and social prescribing to support people to achieve their goals and live the life they want in a place called home.	Positive Wellbeing Community Wardens Libraries (activities could be prescribed. Health book collections. On-line E resources) Developer Contributions Guide –provision of infrastructure to enable people to continue to live in their own home with ASCH
Provide high quality primary care	
Access to preventative, early intervention services to prevent admission to hospitals	Positive Wellbeing Community Wardens
Ensure pharmacies support people with self-care, healthy living advice etc.	Move Together - Active Kent and Medway Strategy & Everyday Active Campaign

Page 402

Shared outcome 4: Empower people to best manage their health conditions ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Support carers	
Support carers, involve them and provide for their needs	Community Wardens Libraries - Exempt offers to support carers

Shared outcome 5: Improve health and care services

Improve access for all to health and care services, providing services as locally as possible and creating centres of excellence for specialist care where that improves quality, safety and sustainability

What we heard:

- Broaden to incorporate all aspects of health care not just hospital services
- Timely access to all parts of health care particularly primary care services
- Improve communication and transition between all parts of health and care services
- Increase the services offered in the community and by social care

Priorities to deliver this outcome: Together we will...

Improve equity of access to health and care services

We will seek to improve the accessibility of all our services. We will ensure the right care in the right place providing care closer to home and services from a broader range of locations by making better use of our collective buildings and community assets. By taking services to individuals and continuing to offer digital help and advice, we hope to mitigate some of the social and economic reasons (such as travel costs, time off work and time out of education) why individuals do not seek (or attend) health and care services.

Communicate better between our partners especially when individuals are transferring between health and care settings

We will improve flow through the system by utilising end to end care and support planning, minimising hand offs and ensuring safe discharges by better supporting individuals leaving acute care settings when transferring to another location, sure that all partners (including individuals, carers and families) are aware of the care plan and by working as a team to minimise delays. We aim to ensure people are discharged to their home as a priority and linked to timely appropriate reablement, recovery and rehab services. Our ambition is that system partners jointly plan, commission, and deliver discharge services that maintain flow and are affordable pooling resources where appropriate and responding to seasonal pressures.

Tackle mental health issues with the same energy and priority as physical illness

We will support people of all ages with their emotional and mental wellbeing. We will improve how we support those with mental health conditions with their overall health and wellbeing, providing the integrated support they need from the right partner (such as housing, financial, education, employment, clinical care and police) when they need it and in a way that is right for them. We will work with VCSE partners to creatively support those at risk of suicide.

Provide high-quality care

We will continually seek to provide high quality of care by working in a more integrated way; expanding the skills and training of our staff; reducing the time waiting to be seen and treated and supported; streamlining our ways of working; improving the outcomes achieved; ensuring advocacy and enriching the overall experience of individuals, their carers and their families.

Indicators for this outcome could include:

By 2028, waits for diagnostics will meet national ambitions.

By 2028/29, the percentage of people aged 65 and over who were still at home 91 days after discharge from hospital into reablement services will have increased in Kent to at least 85% and in Medway to be in line with the national average.

By 2025 we will meet national expectations for patients with length of stay of 21+ days who no longer meet with criteria to reside.

Inappropriate out of area mental health placements will be at or close to zero.

My family/carers and I knew when I was being discharged from hospital and what my care plan was

My appointment was by video call but there was an option to attend in person if I needed to

Shared outcome 5: Improve health and care services ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Improve equity of access to health and care services	
Improve access to services	<p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Locality operating model – organising our social care workforce into 12 locality teams aligned with district councils and the NHS, making sure we have the right skills within our workforce to deliver our new models of care. Aiming to give people access to the right person, so that they can receive the care and support they require in their local areas and improve community links with partner organisations</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>
<p>Making best use of community assets to provide more local care</p> <p>Page 405</p>	<p>Locality-based commissioning model – moving to more flexible, open, diverse and locally adopted arrangements to enable more person-centred support, with a balance of ensuring quality and value</p> <p>Micro-providers – establishing a strong network of small (micro) businesses to improve community resilience and individual choice by offering more diverse activities and resources. Driving culture change towards self-directed support and encouraging staff and people in Kent to access innovative care and support in their local communities.</p> <p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Social prescribing - working with the NHS and our partners to codevelop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p>

Shared outcome 5: Improve health and care services ~ Adult Social Care Input

What we have committed to	plans in place to deliver
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Improve equity of access to health and care services

Digital health and advice	<p>Digital front door – launching the new social care website ‘Kent Connect to Support’ that provides information and advice to help people stay independent and connected to their local community.</p> <p>Digital pathways – developing new, accessible and user-friendly ways for people to access clear information and support from adult social care when they need it. Includes the use of self-assessment and financial assessment tools so people can access this remotely</p>
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Shared outcome 5: Improve health and care services ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Communicate better between our partners especially when individuals are transferring between health and care settings</p>	
<p>Improve flow through health and care system</p>	<p>Joint Commissioning Urgent and Emergency Care programmes</p>
<p>Well-coordinated discharge and care planning</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 407</p>	<p>Locality operating model – organising our social care workforce into 12 locality teams aligned with district councils and the NHS, making sure we have the right skills within our workforce to deliver our new models of care. Aiming to give people access to the right person, so that they can receive the care and support they require in their local areas and improve community links with partner organisations</p> <p>Short Term Pathways Teams support people to move through the hospital discharge pathways in a timely way whilst ensuring that we deliver consistent, high-quality, integrated, equitable and seamless services to people who use adult social care</p> <p>Home based (County Wide) enablement & support services, short term pathways including discharge to assess (bed-based enablement), day opportunities (including supported employment), shared lives</p>
<p>Discharge to their home with relevant reablement, recovery and rehab services</p>	<p>Technology enabled care - putting in place an innovative digital technology enabled care offer (e.g. social and health care apps and wearable technology) that empowers a person and supports them to maintain or improve their independence, safety, and wellbeing with greater choice and control</p> <p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>
<p>System winter planning, making use of collective resource</p>	<p>Better Care Fund</p>

Shared outcome 5: Improve health and care services ~ Adult Social Care Input

What we have committed to	plans in place to deliver
<p>Tackle mental health issues with the same energy and priority as physical illness</p>	
<p>Support CYP and adults with emotional health and wellbeing</p>	<p>Mental Health Together</p> <p>Social prescribing - working with the NHS and our partners to codevelop the Social Prescribing Strategy which will ensure a joined-up approach for developing and accessing proactive community that prevents isolation and loneliness and focuses on people’s wellbeing</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>
<p>Support those with mental health conditions with their health and wellbeing through integrated support</p>	<p>Mental Health Together Mental Health delivery plan Mental Health Concordat</p> <p>Develop an enablement Home from Hospital for Mental Health Acute services.</p>

Shared outcome 5: Improve health and care services ~ Adult Social Care Input

What we have committed to	plans in place to deliver
Provide high quality care	
Work in a more integrated way	Locality operating model – organising our social care workforce into 12 locality teams aligned with district councils and the NHS, making sure we have the right skills within our workforce to deliver our new models of care. Aiming to give people access to the right person, so that they can receive the care and support they require in their local areas and improve community links with partner organisations
Improve outcomes and experience	<p>Self-directed support – changing the way a person or their carer, can organise their own support, to enable people to find more creative, personalised, and effective ways of getting their needs and outcomes met, shifting control to the person and their families and improving understanding among staff and providers of the legal requirements that are designed to enable people to live a full life.</p> <p>Person’s voice plan – creating and delivering a plan that promotes and embeds participation and involvement of people with lived experience in our planning and delivery of adult social care.</p>

Shared outcome 5: Improve health and care services ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Improve equity of access to health and care services	
Improve access to services	PH commissioning approach Focus on need and inequalities JSNA
Making best use of community assets to provide more local care	Develop work with KALC Links with Districts providing PH support to Alliances
Digital health and advice	PH Commissioning Approach
Increase early cancer diagnosis in line with Core 20plus5	Inequalities, Prevention and Population Health Committee (IPPH) Prevention Subcommittee action plan
Identify and address any inequalities in access to elective care	JSNA

Shared outcome 5: Improve health and care services ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Tackle mental health issues with the same energy and priority as physical illness	
Support CYP and adults with emotional health and wellbeing	Mental Health Together
Support those at risk of suicide	K&M Suicide Prevention Strategy

Shared outcome 5: Improve health and care services ~ Public Health Input

What we have committed to	Strategies / plans in place to deliver
Provide high quality care	
Work in a more integrated way	Support working with District Alliances
Expand skills and training of our staff	MECC training
Reduce waiting time to be seen and treated	PH Commissioning Plan
Improve outcomes and experience	PH Commissioning Plan

Shared outcome 5: Improve health and care services ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
Improve equity of access to health and care services	
Improve access to services	<p>Community Wardens</p> <p>Community Transport grant English National Concessionary Travel Scheme</p> <p>Developer Contributions Guide – with ASCH & Integrated Childrens Services - providing family hubs, & community centres.</p>
Making best use of community assets to provide more local care	<p>Build resilient communities Social Prescribing Strategy, inc. Green social prescribing Community Wardens Libraries – work in partnership to provide many local and accessible health services</p> <p>Developer Contributions Guide – supporting ASCH & Integrated Childrens Services by ensuring provision of family hubs, & Community centres – enabling outreach and bringing services together in one hub.</p>
Digital health and advice	<p>Free on-line E-Resources</p> <p>Playground National Portfolio Organisation (Digital)</p>

Shared outcome 5: Improve health and care services ~ GET input

What we have committed to

Strategy / plan / Service in place to deliver

Communicate better between our partners especially when individuals are transferring between health and care settings

System winter planning, making use of collective resource

Board remit for preparedness, emergency response and resilience across GET – warm spaces, highways, support for vulnerable people and communities.

Shared outcome 5: Improve health and care services ~ Infrastructure input

What we have committed to	Pland in Place to Deliver
Continue to support the development of the One Public Estate Programme through the Kent Estates Partnership	Kent Estates Partnership
Collaborating with partners including Health to explore ways to co-locate services	Asset Management Strategy
Make best use of Community assets to provide more local care	<p>KCP – Kent Communities programme sought to focus KCC buildings in areas of need. This included several proposed co-location of some of our services within a single building along with NHS partners.</p> <p>Community Gateways - These sites allow individuals to access a wide range of services in one building, including to enrol on Adult Education courses, register a birth or death, use the library services and obtain advice on KCC services.</p>
Improve access to services	<p>MASH sites – our Multi-Agency Specialist Hub sites are centres for special educational needs and disabled (SEND) children and their families. A one stop shop where you can attend appointments with different services in the same place on the same day.</p> <p>Sexual Health – Work with partners to provide buildings and infrastructure that enable/facilitates the delivery of Sexual Health Services across the county.</p> <p>The Kent Estates Partnership which is supported by KCC provides an opportunity for all public sector partners to collaborate in relation to its estate plans, identify areas of opportunity to develop joint facilities.</p>

Shared outcome 6: Support and grow our workforce

Make Kent and Medway a great place for our colleagues to live, work and learn

What we heard:

- Improve volunteering opportunities for staff
- Benefits for staff:
 - financial support
 - offers with local businesses
 - health and wellbeing support for example leisure facility membership offers
- Strengthen links and opportunities with education – schools, colleges and universities

Page 416

Priorities to deliver this outcome: Together we will...

Grow our skills and workforce

We will work as a system to plan and put in place a workforce with the right skills, values and behaviours to keep our services sustainable. We will attract people to live, study and work in Kent and Medway, promoting all that our area has to offer. We will work with education and training providers to develop and promote exciting and diverse career and training opportunities, provide talented and capable leadership and offer flexible and interesting careers to reduce long-term unemployment and support people to return in work.

Build 'one' workforce

We will implement a long-term workforce plan which supports integration across health and care services, enabled by digital technology, flexible working and cross sector workforce mobility. We will work in true partnership with our vital and valued volunteer workforce by seeking their input to shape, improve and deliver services.

Look after our people

We will be a great place to work and learn, with a positive shared culture where people feel things work well and they can make a real difference. We will ensure staff feel valued, supported and listened to. We will support our workforce, including helping them as their employer, to proactively manage their health and wellbeing.

Champion inclusive teams

We will foster an open, fair, positive, inclusive and supportive workplace culture that promotes respect. We will grow and celebrate diversity to be more representative of our communities, empower and develop colleagues from underrepresented groups.

Indicators for this outcome:

Shared workforce indicators will be developed by partners working across the system and are likely to include measures around:

- Vacancies
- Staff wellbeing
- Sickness absence
- VCSE workforce
- Supporting employment in under-represented groups

I feel valued by my team and believe my employer cares about my health and wellbeing

I hadn't realised how many opportunities there were in health and social care, and I've been able to complete further qualifications since joining

Shared outcome 6: Support and grow our workforce ~ HROD input

What we have committed to	Strategies / plans in place to deliver	Led by
Grow our skills and workforce	KCC People Strategy Medway Council Workforce Strategy K&M ICS People Strategy	KCC Human Resources & Organisation Development Medway Council HR NHS Kent and Medway People Directorate
Build 'one' workforce		
Look after our people	Access to the strategies of each organisation can be found via the following links: Kent County Council People Strategy 2022 – 2027	
Champion inclusive teams		

Shared outcome 6: Support and grow our workforce ~ HROD input

Page 418

What we have committed to	Strategies / plans in place to deliver
A safe, supportive and healthy working environment with wellbeing at the heart of change	Health and Wellbeing Strategy taking a holistic approach covering Financial, Mental, Physical and Social Wellbeing
Focus around prevention of ill health, intervention and provision to support staff	Engagement through comms and support awareness days, webinars, events and resources Financial wellbeing including AVC scheme, financial wellbeing advice, ethical savings and lending Support wellbeing through on-line Wellbeing hub Increase level preventative and reactive workplace adjustments Include a focus on Musculoskeletal health
Deliver Activities as part of Mental Health at Work Commitment	Embedding learning into practice from the targeted support for teams and their managers with high MH absence Develop a sustainable approach to reduce sickness through MH building on pilot work Raise awareness of available support including through Mental Health Support Network and support sessions Mental health awareness training, coaching and mindfulness support Explore impact estate on wellbeing including quiet spaces and opportunities to socialise Enable best use support line counselling service
Provide Menopause support	Support through Knet, through Mental Health Support Network and through staff led Menopause Cafe
Create a work environment for people to thrive	Organisational development to achieve an inclusive culture Support opportunities for people aged 16-25 to access careers with expert advice, guidance and development Develop Traineeship Pilot with Kent Scientific Services Optimise Apprentice activity building on Kickstart and Graduate programmes, Social Work Degree Apprentices Further develop the Kent Academy around CPD for social work and allied professions
Address levels of sickness absence	Focus on addressing long term absence with ongoing analysis short term absence. Key areas for action will continue to be Mental Health and Stress and Musculoskeletal issues

Shared outcome 6: Support and grow our workforce ~ HROD input

What we have committed to	Strategies / plans in place to deliver
People's talent is nurtured and their careers developed	Support staff through Skills for Growth and Unlocking Potential, Managing in KCC and Future Manager Programme
Ensure delivery around EDI issues	Deliver the Disability Action Plan and the Race Action Plan Support staff groups for those with protected characteristics to eliminate discrimination and inequality and promote good practice Continue to review requirement for other staff Support staff awareness around disability including neurodiversity and around inclusion using an approach informed by the 6Cs model Dignity at Work and Expect Respect guidance to promote challenge to inappropriate behaviour, with particular focus on behaviour from residents Strengthen staff induction utilise Challenger and T200
Provide Financial support as part of a holistic approach to Health and Wellbeing	Continue support around AVC, and schemes such as flexible mileage support as well as on-line links to financial support including ethical loans Develop app-based Reward Gateway for discounts
Positive action in Recruitment	Target recruitment to lower socio-economic areas to support social mobility Explore opportunities outreach activity using contacts with diverse communities Increase disability representation through targeted and inclusive action Partner with Kent Training and Kent Supported Employment to develop a Supported Internship programme for SEND students around pathways to employment Values Based Interviewing Guidance to include inclusion and cultural attributes Deliver aims Recruitment Strategy focussing on values and potential and how we do things Identify barriers to recruitment for those with a disadvantage and remove them
Support people in the workplace to innovate and change	Flexible working with best use space and technology supported through HROD and engagement work Promote our modern and flexible working patterns , diversity of roles and career pathways Support people to achieve a good work-life balance

Shared outcome 6: Support and grow our workforce ~ HROD input

What we have committed to	Strategies / plans in place to deliver
Address levels of sickness absence	Focus on addressing long term absence with ongoing analysis short term absence. Key areas for action will continue to be Mental Health and Stress and Musculoskeletal issues
Improve Organisational Wellbeing	Develop a positive culture around expectations and empowerment Ensure a flexible, inclusive and empowering work environment Identify and address health risks and support staff to manage stress, anxiety and depression Provide opportunities for personal growth and development Provide a comprehensive wellbeing offer
Improve staff wellbeing	Promote and support positive lifestyle choices and encourage ownership of health issues Promote emotional wellbeing, reduce stigma around MH and increase individual's resilience Provide personalised financial support offer to staff
Positive Attendance Management	Evidence-based targeted interventions in areas high sickness absence Focus on prevention, education and ongoing support for people with long term conditions including workplace adjustments

Shared outcome 6: Support and grow our workforce ~ HROD input

What we have committed to	Strategies / plans in place to deliver
Improve health and wellbeing through Health and Safety initiatives	Health and Safety activity and plans
Optimise opportunity from incident reporting	Promote and encourage reporting with positive role manager and access professional advice with revised reporting and analysis of incidents with focus on early management and support around people with protected characteristics.
Reduce, mitigate and manage stress in KCC workforce	Support and help including HSE Working Minds campaign and stress toolkits
Support and improve experience of frontline staff	Better understand stresses on frontline staff and support through Respect campaign and Voice to say no to abuse and disrespect from contacts

Shared outcome 6: Support and grow our workforce ~ GET input

What we have committed to	Strategy / plan / Service in place to deliver
<p>Attract businesses, people and visitors to Kent to make Kent a great place to live, work and visit.</p>	<p>Locate in Kent, Visit Kent & place-based services in GET (e.g. Country Parks, Heritage, Infrastructure Mapping Platform, Culture strategy, Public Rights of Way)</p> <p>The Kent Property Market Report – position Kent as a place for Developers to invest.</p>
<p>Provide work experience, apprenticeships, long-term placements & traineeships for people to gain skills and experience</p>	<p>Multiple services in GET (Country parks & Countryside Partnerships, KSS, TS, Intelligence, Active Kent)</p> <p>Developer Contributions Guide –supporting adult education services with CYPE.</p>
<p>Build a workforce with the right skills, values and behaviours to support positive public health outcomes.</p>	<p>Kent & Medway Economic Framework Kent Cultural Strategy Active Kent</p>

Shared outcome 6: Support and grow our workforce ~ Infrastructure input

What we have committed to	Plans in Place to Deliver
<p>Ensuring that KCC is able (as far as is reasonably practical) to deliver its critical activities during incidents / emergencies affecting the Council.</p>	<p>Corporate Business Continuity Plan Service-level Business Continuity Plans</p> <p>Business Continuity – KCC promotes and monitors business continuity planning, which supports services to plan to continue their activities during incidents that affect service deliver. KCC also plan to mitigate risks that affect vulnerable individuals and how we respond to support health focussed incidents (i.e. pandemic, flu) with Kent and Medway Resilience Forum partners.</p>

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**Improving Health and
Wellbeing ~ Kent County
Council Priorities and
Actions
DRAFT**

Kent County Council Contributions to Improved Health and the Integrated Care Strategy

Contents	Pages
Contents	2
Overview of the Integrated Strategy	3
Shared Outcomes	4
Children, Young People and Education (CYPE)	5 – 6
Public Health	7 – 13
Communities	14 – 15
Human Resources and Organisational Development (HROD)	16 – 18
Commercial and Procurement	19 – 20
Adult Social Care	21 – 26
Growth, Environment and Transport (GET)	27 – 30
Acknowledgements	31

Overview of the Integrated Care Strategy

Our vision:

We will work together to make health and wellbeing better than any partner can do alone

Together we will...

Give children and young people the best start in life

Tackle the wider determinants to prevent ill health

Support happy and healthy living for all

Empower patients and carers

Improve health and care services

Support and grow our workforce

What we need to achieve

Page 427
Support families and communities so children thrive

- Strive for children and young people to be physically and emotionally healthy
- Help preschool and school-age children and young people achieve their potential

- Address the social, economic and environmental determinants that enable people to choose to live mentally and physically healthy lives
- Address inequalities

- Support people to adopt positive mental and physical health
- Deliver personalised care and support centred on individuals providing them with choice and control
- Support people to live and age well, be resilient and independent

- Empower those with multiple or long-term conditions through multidisciplinary teams
- Provide high quality primary care
- Support carers

- Improve equity of access to services
- Communicate better between our partners when changing care settings
- Tackle mental health issues with the same priority as physical illness
- Provide high-quality care to all

- Grow our skills and workforce
- Build 'one' workforce
- Look after our people
- Champion inclusive teams

Enablers:

We will drive research, innovation and improvement across the system
We will provide system leadership and make the most of our collective resources including our estate
We will engage our communities on our strategy and in co-designing services

Shared Delivery Plan- Shared Outcomes

Shared Outcome	Number
Give children and young people the best start in life	SO1
Tackle the wider determinants to prevent ill health	SO2
Support happy and healthy living for all	SO3
Empower patients and carers	SO4
Improve health and care services	SO5
Support and grow our workforce	SO6

Proposed Priorities to Improve Health and Wellbeing ~ CYPE

What we have committed to	Led by	Timescale	Measure	Shared Outcome
CYPE recognise the importance of early years influences on life-long health and wellbeing. There is a need to influence the whole system in undertaking effective action in this space with CYPE resources focussing on those with the greatest needs. CYPE and PH need to work together to enable, advise and assist system wide partners to best address the full range of health determinants that impact in early years. Key priorities include:-				
Optimise the opportunity of family hubs to demonstrate improvement in the outcomes for infants, children and young people through the roles of the family hub workforce	Lead for Family Hubs	Mar 2026	Agreed metrics on core plus and MOU with PH	SO1
Encourage healthy behaviours within families including around activities such as food preparation and family meals	Lead for Family Hubs	Mar 2026	Systems to offer healthy behaviour support in place and delivering	SO1
Ensure a clear evidence-based approach to parenting	FH workforce leads for parenting	Mar 2026	Agree metrics on core plus	SO1, SO2
Better understand the barriers to low uptake of early years provision to encourage families to take up the offer of early years provision.	Early years lead The Education People	Mar 2026	Increased target group families utilising early years provision	SO1, SO2
Deliver school support for healthy behaviours including the Daily Mile and mental/emotional health	Active Kent	Mar 2026	Proportion of primary schools offering Daily Mile	SO1, SO3
Support economically deprived families receive available benefits building on the Healthier Wealthier Children approach	Lead for Family Hubs/Financial Hardship Programme Manager	Mar 2026	Staff in the family hub are able to connect to appropriate support within the network.	SO1, SO2
Support parents in managing their own anxieties around adolescent challenges and help them recognise and manage “normal” anxiety issues in adolescents including retention in school and in the workplace	Family hubs	Mar 2026	Staff in the family hub have an understanding of mental health issues, including early intervention and emotional/wellbeing support, and are able to connect to appropriate support within the network	SO1
Ensure community learning services focus on skills for employment with links to FE providers	Head of Service Community Learning and Skills	Mar 2026	Number and nature of courses focussing on skills for employment	SO2

Measures within the Logframe~ CYPE

Objectively Verifiable Indicators	Timescale	Progress
Pupils achieving a good level of development at the end of the Early Years Foundation Stage will have improved from 65.8% in 2021/22 to at least 70%.	2028	
The proportion of children in Year 6 who are healthy weight will be maintained at the current level of 63% and severe obesity will have reduced from 5%.	2028	
Pupil absence rates will have fallen from 7.9% in 2021/22 to below 5%.	2028	
Increase employment rates in Kent	2028	

Proposed Priorities to Improve Health and Wellbeing~ Public Health

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Develop a system wide approach to reduce poor outcomes and reduce health inequalities through the Kent Joint Health and Wellbeing Strategy /Integrated care strategy				
Develop a cohesive and realistic ICS Shared Delivery Plan for Kent and Medway, with comprehensive delivery plans at DC, County and KALC level.	DPH, CPH and PH Specialists, PH District Coordinator.	Sept 2024 for SDP, end Q3 for other delivery plans	Plans signed off by ICP, Districts, KALC and KCC	SO1,SO2,SO3,SO4,SO5,SO6
Support system partners including District Councils, NHS and KALC as well as other KCC divisions to take actions to tackle the wider determinants of health in line with the Kent and Medway Integrated Care Strategy	DPH, CPH and PH Specialists, PH District Coordinator	March 2026	Evidence of delivery actions detailed in above plans	SO2,SO3
By working in partnership with local systems including Health Alliances and HCPs, reducing inequalities in health outcomes (including coastal communities)	CPH	March 2026	From developing Health Inequalities Tracker	SO1,SO2,SO3,SO5
Establish prevention as priority within HCPs. Increased IBA, reduction in alcohol related admissions to hospital Smoking, healthy weight and lifestyle services available to Kent residents in districts and boroughs, Target health checks to priority groups, work with partners to further develop Whole System Approach to Healthy Weight and support local access to lifestyle services via Healthy Living Centres Deliver action on Falls prevention	CPH leads for each area	March 2026	Increased IBA, reduction in alcohol related admissions, Smoking, healthy weight and lifestyle services and health checks available to Kent residents in districts and boroughs and via Healthy Living Centres, reduction in admissions falls	SO2,SO3,SO4,SO5,
Training on trauma informed healing centred approaches, strength-based language- a trauma informed approach to language.	CPH lead	March 2026	Increased stakeholder engagement in healing centred trauma informed practice. Evidence of trauma informed language in assessments, records and communications.”	SO1,SO5
Improve access/ equity to preventative mental health care and support	CPH lead	March 2026	increased equity to Live well & Talking Therapies & domestic abuse IDVAS	SO3,SO4,SO5
Reduce suicides and admissions for self-harm	CPH lead	March 2026	Increased stakeholder engagement in suicide prevention networks in key hot spot areas. Reduction of suicide rates and self-harm admission rates.	SO3,SO4,SO5
Increase numbers entering substance misuse treatment and reduce drug and alcohol related deaths.	CPH lead	1-2 years	Drug death rates. Rates of numbers of opiates and crack users into treatment. Overall increase in numbers into treatment.	SO3,SO4,SO5

Proposed Priorities to Improve Health and Wellbeing~ Public Health

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Gain assurance that there are systems in place to keep residents safe from and respond appropriately to infectious diseases and environmental hazards including through MOU with UKHSA and a local Pandemic and Emergency plan	DPH/DDPH	March 2026	Effective systems in place MOU with UKHSA Local pandemic and emergency plan in place Effective consequence management of health protection issues	SO2,SO3
Public Health Service Transformation ensuring commissioned services are sustainable and flexible to respond to changing population needs and/or policy/legislation/ financial constraints				
Review all services in receipt on the Public Health Grant. This includes internal and external grants and contracts.	AD Integrated Commissioning	March 2026	Revised service models presented to steering group by Sept 24 Key decisions taken by July 2025 New contracts in place by April 2026	SO1,SO3,SO4,SO5
Support opportunities, look across services and maximise impact through better supporting cross cutting themes, gaps or new evidence.	DPH / PH Consultant	March 2026	Cross cutting themes reflected in service specifications no later than April 26 Impact measures agreed and in place April 26	SO3
Support and enhance our prevention offer.	PH Consultant Performance/PH Consultant	March 2026	New models to include /set out how they will measure improvements in the services with a focus on prevention Measures in place and outcome/impact measured	SO3, SO5
Improve access to preventative mental health care and support Including work to support PNMH and investment across the system on workforce development to increase awareness and understanding plus introduction of infant MH specialist health visitors	CPH	1-2 years	Clear public mental health plan in place and shared with whole system – including Prevention Concordat, community engagement, needs assessments, localised community well being action plans, high quality community mental health service – linked to Live Well and social prescribing, and equity of access to talking therapies.	SO5, SO3,SO4,SO1
Establish a robust parent infant mental health service	CPH	2-3 years	Metrics and KPIs identified in the business case	SO1,SO5

Proposed Priorities to Improve Health and Wellbeing~ Public Health

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Prevention Programme supporting the Integrated Care, the Adult Social Care MADE strategy, Smoke Free Generation and the Family Hubs Start for life programme				
Deliver Adult social care prevention programme	CPH lead	2027	Improved understanding of Kent population need for adult social care now and in the future Improved understanding of who is at risk of falls, how to identify and reach these people and an approach to assessing the effectiveness of interventions in maintaining wellbeing and independence for a specific cohort	SO3,SO4
Deliver Ageing Well Programme	CPH lead	2027	A whole system approach to ageing well in place Relevant long term condition/multimorbidity needs assessments and recommendations completed Increase in physical activity in over 50s	SO3,SO4
Deliver Smokefree Generation	CPH lead	2024-2029	Achieve SQDs of 1347 in year1 and 26,937 by year 5	SO3
Establishing and investing in a parent infant mental health service.	CPH lead	3-5 years	Reporting such as GAD7, MORs	SO1
Responsive infant feeding and helping to prevent excess weight in early childhood by developing a sustainable and impactful model of support and care for children and families	CPH lead	4- 5 years	Evaluation of the responsive feeding animations Establishment relationships with food programme Reduction in excess weight in year R NCMP	SO1,SO3
Universal offer with increase uptake of health checks among smokers and deprived groups and follow up treatment action. Sustain Healthy Living Centres and local efforts to improve health and wellbeing. Sustain partnership work through Whole System Approach to Heathy/Obesity and engaging all partners	CPH leads	2025 to 2026	Model of NHS Health Checks in place with upstream prevention, delay and treatment to reduce/mitigate risk of LTCs including among underserved groups. Continue local access to lifestyle service via Healthy Living Centres.	SO4,SO3
Increase identification and treatment of hypertension, cholesterol and AF in underserved groups	CPH lead	2026	Recorded prevalence and treatment levels in defined populations	SO3,SO4

Proposed Priorities to Improve Health and Wellbeing~ Public Health

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Prevention Programme supporting the Integrated Care, the Adult Social Care MADE strategy, Smoke Free Generation and the Family Hubs Start for life programme				
Create a resilient and sustainable Health Protection assurance function for Kent	DDPH	2025	Effective function in place	SO2
Identify system partners, roles and plans for public health emergencies, including epidemics and pandemics.	DPH	commenced 2024	EPRR structures and plans are in place, including PH HP function, epidemic/pandemic plans are drafted.	SO2
Ensuring maximised uptake and equity of immunisations and screening.	DDPH	2025	Levels of immunisation and screening overall and by groups	SO1, SO3,SO4
Improving equity and health outcomes in coastal areas by introducing Marmot Coastal Areas	DPH	2024 to 2026 commissioned activity	Increased number of residents in work. Improved skills for employment.	SO1,SO2, SO3

Proposed Priorities to Improve Health and Wellbeing~ Public Health

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Enabler				
<p>Research</p> <ul style="list-style-type: none"> - Develop and implement joint Research Innovation and Improvement function with ICB - Formal KCC oversight and decision making process for Research related activities - apply for up to 5 to 10 large research funding opportunities (up to or around £1 million) in year with a view to achieve at least 1 successful funding - Complete interactive evaluation framework for Kent & Medway support population health management and health inequalities programmes 	CPH	<p>Commenced Oct 24</p> <p>Commenced Oct 24</p>	<ul style="list-style-type: none"> - New Joint post for Research Coordination Lead set up - New Research Innovation and Improvement governance committee to start in October. Invites from senior leadership accepted - At least one successful funding approval - Framework launched and cascaded to HCPs 	SO1,SO2, SO2 SO4
<p>JSNA</p> <ul style="list-style-type: none"> - Further Cohort model development supported by Whole Systems Partnership supporting transformation review, health needs assessment and ICB strategic prioritisation - Further education and training for the KPHO team - New Health Inequalities Surveillance tool - Complete full round of Area Based HCP Needs Assessments - Establish network for stakeholder insights - Conducting initial stakeholder evaluation of the Kent JSNA and regular framework for future measurement of impact 	CPH	<p>Ongoing</p> <p>Oct 2025</p> <p>Commenced Oct 2024</p> <p>March 2025</p> <p>Jan 2025</p>	<ul style="list-style-type: none"> - Cohort model outputs acknowledged in various board level reports, at least 2 peer reviewed publications completed to contribute to national evidence base - Regular model development and design by KPHO team - HI Tool launched - All 4 HCP HNAs completed (including Swale) - JSNA evaluation report and evaluation framework completed 	SO1,SO2, SO2 SO4

Proposed Priorities to Improve Health and Wellbeing~ Public Health Education

What we have committed to	Led by	Timescale	Measure	Shared Outcome
MECC Tier 1 training and Train the trainer delivery programme	WFD	Ongoing	Numbers trained	SO2,SO3
MECC Trained Trainer delivery of Tier 1 and Tier 2 training	WFD	Ongoing	Numbers trained	SO2,SO3
Public Health Champions training (2 cohorts annually)	WFD	Ongoing	Numbers trained	SO3
Continue current training placements with <ul style="list-style-type: none"> - Public Health registrars (up to 1 year duration) – 1 to 2 per year - East Kent Hospitals FY Doctor (4 months duration) – 3 per year - GP Fellowship in Public Health – 1 per year - 2 GP trainee placements from August 2024 (4 months duration) - Maidstone and Tunbridge Wells Hospitals Foundation Year Doctor from August 2025 (4 months duration) – 3 per year 	CPH	Ongoing	As per commitments	SO1,SO2, SO3,SO4, SO5
New Level 7 Systems Thinking Apprenticeship cohort	L&D	March 2025	Numbers trained	SO2,SO3
Family Hubs Workforce Development <ul style="list-style-type: none"> • Trauma Informed Healing Centre Training • MECC programme for FHs • MattieClick (Social Network Training) • Perinatal MH Awareness Training • Parent Infant Relationships Levels 1 and 2 • Infant Massage Tiers 1 and 2 • Video Interactive Guidance Training • Baby Friendly Initiative Training (Breast Feeding training) 	CYP PH	Dec 2025 March 2025 / Ongoing Elements	Numbers trained	SO1,SO2, SO3
Business cases and Funding applications in progress for equity training with specific communities including GRT, LGBTQ+ and Youth	WFD and FH WFD	March 2025	Success of Applications	SO2,SO3, SO4

Measures within the Logframe ~ Public Health

Objectively Verifiable Indicators	Timescale	Progress
By 2026-28, life expectancy at birth in Kent will increase by 1.5 years for males and 1 year for females. Additionally, the slope index of inequality for life expectancy at birth will decrease by 2 years for males and 0.5 years for females.	2026	
Mental health - Improve access rates to children and young people's mental health services for 0-17 year olds, for certain ethnic groups, age, gender and deprivation.		
The proportion of adults in Kent who are physically inactive will have fallen from 22.3% in 2020/21 to 20%.	2028	
By 2028, the proportion of adults in Kent and Medway who are overweight or obese will have fallen from 64.1% in 2020/21 to 62%.	2028	
By 2028, smoking prevalence in adults in routine and manual occupations (18-64) will have decreased by 9 percentage points from 28.1% in Kent and 20.1% in Medway in 2021.	2028	
Hospital admissions in Kent due to alcohol will have fallen from 418.7 in 2021/22 to 395 per 100,000.	2028	
The suicide rate for persons will be similar or better than the England average (England currently 10 per 100,000).	2028	
The mortality rate from drug misuse in Kent will remain at a similar level, which is similar to or better than the national average.	2028	
The proportion of children who are up to date with the vaccinations in the NHS routine list meets the national benchmark (95%).	2028	

Proposed Priorities to Improve Health and Wellbeing~ Communities

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Undertake a review and revision of the Civil Society Strategy recognising the key role of the voluntary sector in supporting communities and in improving health and wellbeing.	Corporate Lead-Strategy Supported by Strategy Manager	Tbc provisional Jan 25-October 25 (dependent on budget saving decisions)	Revised and agreed Civil Society Strategy in place	SO2,SO3
Explore a potential Crowdfunding Fund with PH to support wellbeing within our communities.	Corporate Lead-Strategy, Strategy Officer	June 24- Nov 24 to be launched Dec 24 (provisional)	Crowdfunding Fund with PH in place and supporting key agreed priorities	SO2, SO3

Measures within the Logframe ~ Communities

Objectively Verifiable Indicators	Timescale	Progress
The proportion of people who feel lonely often or always will have reduced from 7.3% in 2020/21 to no more than 5% across Kent	2028	

Proposed Priorities to Improve Health and Wellbeing~ HROD

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Develop a broad employment offer that doesn't only focus on pay but continues to ensure the Authority has a strong position in the varied employment markets in which it operates	People Strategy Team	2027	KPI 7: % of employees who are satisfied with the total employment offer 56% (+0.1p.p.) KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role 75.4% (+0.5p.p.)	SO6
Build organisational resilience – not only in terms of helping people meet the inevitable, oncoming changes in the way the Council continues to operate but also ensuring it has capable and resilient leaders and managers – both through developing those we have and finding the right type of people to take on those roles	Organisation Development & Staff Engagement	2027	KPI 1: % of employees who believe that KCC cares about the wellbeing of its staff 63.1% (0.0 p.p.) KPI 2: Average days lost to staff sickness 8.24 (+0.06 p.p.) KPI 3: % of employees who rate their engagement with KCC positively 62.3% (-1.3p.p.) KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role: 75.4% (+0.5p.p.) KPI 6: % Voluntary Turnover 10.5% (-2.8 p.p.) KPI 5: % Internal Movement 10.7% (-1.9 p.p.) KPI 8: % of employees who rated their manager positively 73.4% (+0.5 p.p.) KPI 10: % of employees who rate the culture of KCC positively 70.5% (-0.6 p.p.) KPI 12: % of employees who rate inclusion and fair treatment in KCC positively 82.1% (+0.1 p.p.) KPI 11: % of employees that see our values demonstrated in the way we operate 71.9% (-0.1p.p.)	SO6

Proposed Priorities to Improve Health and Wellbeing~ HROD

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Continue to focus on building an inclusive environment to create a culture where people feel supported to work, perform, innovate and challenge	People Strategy Team	2027	KPI 10: % of employees who rate the culture of KCC positively 70.5% (-0.6 p.p.) KPI 12: % of employees who rate inclusion and fair treatment in KCC positively 82.1% (+0.1 p.p.) KPI 11: % of employees that see our values demonstrated in the way we operate 71.9% (-0.1p.p.)	SO6
Ensure Skill development alongside role design (not only the jobs that need doing but the jobs people want to do).	Organisation Development & Staff Engagement	2027	KPI 5: % Internal movement 10.7% (-1.9p.p.) KPI 7: % of employees who are satisfied with the total employment offer 56% (+0.1p.p.) KPI 9: % of employees who feel they are able to access the right learning and development opportunities to support their role 75.4% (+0.5p.p.)	SO6,SO2

Measures within the Logframe ~ HROD

Objectively Verifiable Indicators	Timescale	Progress
By 2028, the staff sickness rate will have reduced by 6%.	2028	
By 2028, staff diversity declaration rates will be at least 95% for the protected characteristics of ethnic background, gender, religion, sexual orientation, disability or age.	2028	
By 2028, 65% of employees report that their managers/organisation support their learning and development.	2028	
By 2028, 90% of employees feel that their role makes a difference to patients / service users / residents.	2028	

Proposed Priorities to Improve Health and Wellbeing ~ Procurement

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Draft and publish KCC's Social Value Policy.	Commercial Ethics and Sustainability Lead	April 2027	Social Value commitments made and delivered in £	SO2, SO3
Promote Equality, Diversity and Inclusion in our supply chains, ensuring that suppliers understand the relevance of equality and diversity issues specific to the subject matter of the provision that they will deliver.	Commercial Ethics and Sustainability Lead	April 2027	Where applicable, supplier staff have received appropriate equality and diversity training.	SO2
Reduce the risk of Modern Slavery in our supply chains	Commercial Ethics and Sustainability Lead	April 2027	% of suppliers with published Modern Slavery statements % of suppliers accessing KCC modern slavery training developed by ASCH.	SO2
Reduce carbon emissions in our supply chains and securing Net Zero commitments from suppliers	Commercial Ethics and Sustainability Lead	April 2027	% of suppliers with a carbon reduction plan	SO2
Increase accessibility to contracting opportunities for local SMEs and VCSEs	Commercial Ethics and Sustainability Lead	April 2027	Total spend with SMES Total spend with VCSEs The proportion of the Council's third party spend with: <ul style="list-style-type: none"> • Kent suppliers • Micro SMEs • SMEs • VCSEs 	SO2

Measures within the Logframe ~ Procurement

Objectively Verifiable Indicators	Timescale	Progress
By April 2027, the spend by Kent County Council that is in the County will be 45%, with 35% of the total spend with local SMEs, 10% with Micro SMEs and 10% with VCSEs	April 2027	
For the emissions we can influence to achieve net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.	2045	

Proposed Priorities to Improve Health and Wellbeing ~ Adult Social Care

What we have committed to	Led by	Timescale	Measure	Shared Outcome
<p>Adult Social Care face increasing challenges around rising need and demand against a challenging resource position. A heightened emphasis on prevention is required both to improve health and wellbeing and to prevent, reduce and delay the need for social care.</p> <p>The priorities below were developed following workshops between Adult Social Care and Public Health Officers:-</p>				
<p>Creating community capacity for wellbeing and prevention</p>				
<p>Social Prescribing Platform (pre-front door) Develop and implement a digital solution across Kent and Medway ICS that signpost and connect people and communities to information, advice, guidance, and services. This will allow us to achieve one approach for a directory of service across Kent and Medway.</p>	<p>Head of Business Delivery Unit</p>	<p>First phase procure platform by mid-June and launch across Kent, Medway, and Swale from September 2024</p>	<p>Evaluation framework in development</p>	<p>SO2,SO3, SO4</p>
<p>Digital Front Door and Digital Self-Serve (pre-front door) Raise awareness of <u>Connect to Support</u> (Information, advice, and guidance platform) Raise awareness and embed <u>self-assessment</u> Raise of awareness of financial calculator <u>How much you will pay for care and support - Kent County Council</u></p> <ul style="list-style-type: none"> Implement online financial by December 2024 	<p>Project Manager Innovation Delivery Team</p>	<p>Ongoing</p>	<p>Increased number accessing Kent.gov (23/24 baseline: 211,897, IAG platform (23/24 baseline) 48,034. Reduction in number of people making contact with (23/24 Q4) baseline 21,000, Number contact resolved and makingcontact again within 3 months (23/24 Q4) baseline 4%, proportion people finding information easily</p>	<p>SO2,SO3,SO4</p>

Proposed Priorities to Improve Health and Wellbeing ~ Adult Social Care

What we have committed to	Led by	Timescale	Measure	Shared Outcome
<p>Asset and strength-based approaches connecting & collaborating</p> <p>To explore together how we can strengthen and work with community organisations and partners to help people live their glorious good lives. Describe the current reality and explore how we can make the best use of our community resources starting in one Art of the Possible Area – Thanet.</p> <p>Considering the accessibility of the community assets.</p> <p>Exploring the concept of community Connectors</p>	<p>Head of Business Delivery Unit</p>	<p>Art of the possible workshop June '24.</p> <p>Start Art of the Possible area September '24</p>		<p>SO2,SO3,SO4</p>
<p>Understanding our Communities Through community engagement officers, getting to know our communities to inform targeted prevention interventions.</p>	<p>Innovation and Partnerships Team</p>	<p>Ongoing</p>	<p>Case studies Data and insights</p>	<p>SO2,SO3,SO4</p>
<p>Technology Enhanced Lives (TELS)</p> <ul style="list-style-type: none"> • Short term service free up to 10 weeks to support hospital discharge, reablement. • Private pay offer <u>Private Pay Service provided by Argenti</u> • Embed TELS within ASC Connect • Embed the use of Howz (lifestyle monitoring) to inform ongoing care and support. And test Doris Pro 2. The combination of the sensor and the dashboard provide information about activity and reports both normative behaviour and decline. Data is processed and aggregated to determine if there have been any significant deviations in resident activity. • Working with Kent Colleges to utilise TEC rooms/hubs to showcase and train on technologies • TELS information, advice and guidance to help people consider how they can use technology to remain independent – development of virtual house 	<p>Innovation Delivery Team Senior Project Manager</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • Number of people with short term TELS baseline data (June '24) 149 referrals baseline: • Number of people accessing private pay baseline (June '24): 12 • Feedback and studies • Quality assurance 	<p>SO3,SO4,SO5</p>

Proposed Priorities to Improve Health and Wellbeing ~ Adult Social Care

What we have committed to	Led by	Timescale	Measure	Shared Outcome
More people with co-occurring physical and mental health conditions are identified early and supported to live well and safe from harm and neglect				
Quality supervision and workforce development – audit of what supervision is happening	Strategic Safeguarding and Quality Assurance Manager	As at End August 2024	Number completed – to date 140	SO3,SO4,SO5,SO6
Create a social care academy where there are simulated learning environments bringing together learning events to increase awareness	Principal Social Worker	Ongoing	Number of staff accessing the offer	SO2,SO3,SO4,SO5, SO6
Bring in lived experience to the reflective learning teams – embed trauma informed health approaches. Self-neglect is a national theme in SAR's and is locally within Kent. Ongoing work within KMSAB and through our local SSU team	Strategic Safeguarding and Quality Assurance Manager	Ongoing	Number of staff undertaking learning	SO6

Proposed Priorities to Improve Health and Wellbeing ~ Adult Social Care

What we have committed to	Led by	Timescale	Measure	Shared Outcome
More people age and live well at home with the right care at the right time in the right place				
To scope the ideas that came up from Joint ASC and PH away day (March '24) Discharge welcome pack, Wrap around befriending and Social connection work	Innovation and Prevention Manager	Once in post	Interventions in place	SO3,SO4,SO5
To use data to understand the drivers of demand amongst those who draw on care and consider where the greatest opportunities to prevent, reduce, delay demand might be. Use data to determine actions that level up the opportunities through targeted preventative interventions.	Innovation and Prevention Manager	Once in post	Evidence of data riven action	SO3,SO4
<p>Develop Falls Prevention approach in partnership with Health. Exploring how data can used to proactively identify people at risk of a fall and have in place a prevention falls offer which will include digital. Small partnership task and finish group to scope and agree approach.</p> <p>Scoping of care homes to determine how the Digitising Social Care funding can be used to adopt falls prevention technologies.</p> <p>To consider an approach that Identify, Contact, Intervention, Follow up</p>	Innovation Delivery Team Senior Project Manager Linked CPH	March 2025	Falls Prevention Plan	SO3,SO4,SO5
<p>Prevention Technologies within Care Homes</p> <p>Continue to test Feebris (digitally enabled programme for proactive risk assessment and detection of deterioration) in 30 care homes. The platform connects to a range of sensors and captures risks empowering proactive management of risks such as falls and deterioration</p> <p>From July '24 Health will start to use the Feebris monitoring to support people with heart failure. Using additional equipment to monitor symptoms to identify deterioration quicker and allow for treatment to commence within the care home and avoid hospital admission.</p>	Innovation Delivery Team Senior Project Manager	Funded to March '25	Independent evaluation of system impact Number of people monitored by Feebris – baseline data (May '24): 719 people	SO3,SO4,SO5

Person 18

Proposed Priorities to Improve Health and Wellbeing ~ Adult Social Care

What we have committed to	Led by	Timescale	Measure	Shared Outcome
More people age and live well at home with the right care at the right time in the right place				
<p>Support for informal Carers</p> <p>Carers Strategy and Carers Strategy Group focused on delivery plan</p> <p>Carers campaign funded by Accelerating Reform Fund, went live at the start of June '24.</p> <p>Employers Carers Pack funded by Accelerating Reform Fund</p> <p>Carers care technology and support funded by Accelerating Reform Fund</p>	Assistant Director ASC and Health	<p>Strategy is 2022-2027</p> <p>March 2025</p>	<p>Number of carers accessing a carers assessment – baseline: (Q4 23/24) 881</p> <p>baseline carer satisfaction 190 satisfied compared with 50 not satisfied.</p>	SO4
<p>Digitising Social Care</p> <p>The process of digital transformation can dramatically improve the quality and safety of care, with secure, accessible patient records and real time data integration.</p>	Project Manager, Design and Learning Centre Programme Team, Innovation and Partnerships Team	March '25	80% of all ASC providers to hold digital record. (March 24, 57.9%)	SO3,SO4,SO5
<p>Care Sector Workforce Training</p> <p>Training programme on tissue viability and pressure ulcer awareness.</p> <p>Range of webinars and support on Community Care Support for FreeStyle Libre (Diabetes), Dementia Guidance, Macmillan Palliative Care Toolkit, Recognising the Vulnerable Foot, Suicide Prevention, Practical Measurement of Hypertension , Sarcopenia in Frailty and Delirium Assessment & management across the system.</p>	Care Sector Workforce Manager	Ongoing	Number of people accessing training and evaluation from training	SO3,SO4,SO5, SO6
<p>Digital Inclusion – Digital Kent</p> <p>Digital inclusion strategy - in draft</p> <p>Digital Kent is working to improve digital inclusion and capabilities in the county of Kent. Through digital support and connective schemes.</p> <p>To help people connect through digital and reduce social isolation.</p>	Digital Lead (Financial Hardship Programme Project Manager)	March '25	<p>Number accessing digital Kent</p> <p>Case studies / feedback</p> <p>Baseline ASC survey 2022/23 – 155 often/sometimes felt lonely and 130 hardly/never felt lonely</p>	SO2,SO3

Measures within the Logframe ~ Adult Social Care

Objectively Verifiable Indicators	Timescale	Progress
The proportion of people who feel lonely often or always will have reduced from 7.3% in 2020/21 to no more than 5% across Kent	2028	
By 2028, the rate of emergency admissions for those who are frail will have reduced by at least 1.5% to the rate it was in 2018 (4,556 per 100,000).	2028	
By 2028, maintain the rate of emergency admissions for those with one or more long term condition to the level it was in 2024.	2028	
By 2028, we will increase the proportion of people who receive long-term support who live in their home or with family.	2028	
By 2028, the people describing their overall experience of making a GP appointment as good will have increased from 49% in 2022 to at least 60%.	2028	
By 2028/29, the percentage of people aged 65 and over who were still at home 91 days after discharge from hospital into reablement services will have increased in Kent to at least 85% (2021/22: Kent 84.5%)	2028	

Proposed Priorities to Improve Health and Wellbeing ~ GET

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Deliver the Kent and Medway Economic Framework (KMEF)				
Co-develop a health, work & skills strategy	Head of Economy	May 2025	Health and Work Strategy in place endorsed by key local stakeholders	SO2, SO3, SO6
Develop a Strategic Partnership for Health and the Economy	Head of Economy	Commenced October 2024	Partnership established with regular meetings. Key employment sectors represented by partnership membership.	SO2, SO3, SO6
Develop an enhanced place-based innovation partnership, that supports cluster development (including in Agri-Tech, Med-Tech and Life Sciences) in areas that support population health & wellbeing.	Head of Economy	December 2025	Partnership established & Cluster Hubs developed	SO6
Embed the Local Skills Improvement Plan at the heart of a closer relationship between employers, further education and other skills providers to meet current and future skills needs of those with ill-health	Head of Economy	Ongoing	% of population with qualifications No. of apprenticeship starts	SO6
Ensuring that everyone who wants a job can find work including through the roll out of supported employment programmes	Head of Economy	Ongoing	Economic Activity (aged 16-64) Claimant Count Employment Rate	SO2
Building links between anchors of growth, key investments and community opportunity by exploring opportunities for local procurement and supply chain development including healthy local food	Head of Economy	Ongoing	Local procurement strategy developed and agreed by anchor institutions	SO2

Proposed Priorities to Improve Health and Wellbeing ~ GET

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Climate Change Adaptation				
KCC Climate Change Adaptation Action Plan completed and adopted by KCC	Head of Environment	December 24	Plan complete and adopted	SO2
Carry out risk assessments of KCC Services	Head of Environment	March 26	Risk assessments	SO2
Complete a risk profile of KCC based on the risk assessments	Head of Environment	June 26	Risk Profile for KCC	SO2
Produce an action plan to inform a 3yr work programme	Head of Environment	March 27	Action Plan	SO2
Delivery of Action plan	Head of Environment	2027 onwards	TBC when plan is written	SO2
Identify stakeholders for countywide Climate Change Adaptation plan as part of 2050 roadmap.	Head of Environment	2028	Stakeholder Group set up	SO2

Proposed Priorities to Improve Health and Wellbeing ~ GET

What we have committed to	Led by	Timescale	Measure	Shared Outcome
Build personal and community connections, especially for vulnerable residents, through the development and expansion of social prescribing				
Research and implement a service user management and reporting system to be used across all Positive Wellbeing and GET social prescribing services.	Business Innovation Manager	March 25	System implementation	SO2,SO3
Ensure a consistent approach to the data collection and evaluation of social prescribing across G&C services.	Business Innovation Manager	March 27	Guidance and application of a standardised evaluation method.	SO2,SO3
Scope opportunity to use the Kent, Medway & Sussex Secure Data Environment (SDE) to measure impact of social prescribing (and the potential to measure impact of other GET services) at a population level.	Business Innovation Manager	March 26	Proposal, including use cases, on how we could use the SDE effectively.	SO2, SO3
Facilitate residents access to community resources, activities and services that improve personal wellbeing / quality of life. (Community Wardens)	Head of Community Safety	Ongoing	Specific Resident Task and Survey Data	SO2,SO3,SO4
Work with partners to expand social prescribing addressing the wider determinants of health locally including loneliness, mental health issues, physical activity and financial difficulties. Identify the baseline reach and propose a KPI.	Business Innovation Manager	March 25	Determine a KPI for increasing the reach of GET social prescribing services.	SO2,SO3
Services involved in this activity include:				
Green social prescribing network				SO2,SO3
Positive Wellbeing				SO2,SO3
Know Your Neighbourhood project				SO2,SO3
Community Wardens				SO2,SO3,SO4,SO5
Library Services				SO1,SO2,SO3
Arts and Culture				SO2,SO3
Public Transport				SO2

Measures within the Logframe ~ GET

Objectively Verifiable Indicators	Timescale	Progress
Reduce the % of economically inactive people in the Kent & Medway workforce (aged 16 to 64) from 20.9% in 2023 to the pre-pandemic level of 18.5% in 2019	2028	
By 2028, the proportion of children living in relative poverty in Kent and Medway will be reduced from 18% in 2022 to 17%.		
For the emissions we can influence to achieve net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.		
By 2028/29, the proportion of people who feel lonely often or always will have reduced from 7.3% in 2020/21 to no more than 5% across Kent and Medway.		

Thank you to Colleagues who have found the time to support and contribute to this endeavour linking and working with their teams

Sarah Hammond
Kevin Kasavan
Christine McInnes
Ingrid Crisan
Jude Farrell

Anjan Ghosh
Wendy Jeffreys
Sarah Crouch
Jess Mookherjee
Abraham George
Ellen Schwartz
Renuja Kulkarni-Johnston
Victoria Tovey

Lydia Jackson
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Ian Allwright
Diane Christie

Rebecca Rhodes
Alan Luke

Georgina Walton
Helen Gillivan

Rebecca Law
Stephanie Holt-Castle

Katie Betts
Maria Kelly
Ben Sherreard

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EQIA Submission – ID Number

Section A

EQIA Title	KCC adoption of ICS delivery Plan
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Responsible Officer	Mike Gogarty
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Type of Activity

Service Change	
Service Redesign	
Project/Programme	KCC Action Plan Priorities to deliver improved health and the ICS Strategy
Commissioning/Procurement	
Strategy/Policy	KCC adoption of ICS delivery Plan
Details of other Service Activity	

Accountability and Responsibility

Directorate	Adult Social Care and Health
Responsible Service	Public Health
Responsible Head of Service	Anjan Ghosh
Responsible Director	Richard Smith

Aims and Objectives

The Aim of the Strategy is to Improve the Health and Wellbeing of the people of Kent.

The approach is to deliver actions across the whole system that will improve health though addressing the full range of wide determinants of health including socioeconomic, health behaviours, health and care services and the environment.

The specific work ask here is to agree the priority actions that KCC will take to play its role as a key system leader and player in this endeavour.

A key focus of the strategy is to address inequalities in health and the range of upstream inequalities that impact on the wellbeing of individuals and communities.

Delivery of the strategy through agreed actions will have a positive impact on Equality in Kent

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?	yes
It is possible to get the data in a timely and cost effective way?	yes
Is there national evidence/data that you can use?	yes
Have you consulted with stakeholders?	In developing the IC Strategy
Who have you involved, consulted and engaged with?	
A range of community groups were consulted in developing the IC Strategy as well as VCSE interests, Additionally, a public consultation exercise took place led by NHS colleague	
Has there been a previous Equality Analysis (EQIA) in the last 3 years?	no
Do you have evidence that can help you understand the potential impact of your activity?	yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients	yes
Staff	yes
Residents/Communities/Citizens	yes
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?	yes

Details of Positive Impacts

Improved opportunities around employment and careers
 Access to benefits
 Better education and best start in life, support to families
 Improved social support within communities
 Better access to health and care services
 Improved support around healthy choices
 Improved transport and access
 Environmental improvements
 Better housing

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?	no
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Details of negative impacts for Age

Mitigating Actions for Age

Responsible Officer for Mitigating Actions – Age

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?	no
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Details of Negative Impacts for Disability

Mitigating actions for Disability

Responsible Officer for Disability

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex	no
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Details of negative impacts for Sex

Mitigating actions for Sex

Responsible Officer for Sex

22. Negative Impacts and Mitigating actions for Gender identity/transgender

Are there negative impacts for Gender identity/transgender	no
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Negative impacts for Gender identity/transgender

Mitigating actions for Gender identity/transgender

Responsible Officer for mitigating

actions for Gender identity/transgender	
23. Negative impacts and Mitigating actions for Race	
Are there negative impacts for Race	no
Negative impacts for Race	
Mitigating actions for Race	
Responsible Officer for mitigating actions for Race	
24. Negative impacts and Mitigating actions for Religion and belief	
Are there negative impacts for Religion and belief	no
Negative impacts for Religion and belief	
Mitigating actions for Religion and belief	
Responsible Officer for mitigating actions for Religion and Belief	
25. Negative impacts and Mitigating actions for Sexual Orientation	
Are there negative impacts for Sexual Orientation	no
Negative impacts for Sexual Orientation	
Mitigating actions for Sexual Orientation	
Responsible Officer for mitigating actions for Sexual Orientation	
26. Negative impacts and Mitigating actions for Pregnancy and Maternity	
Are there negative impacts for Pregnancy and Maternity	no
Negative impacts for Pregnancy and Maternity	
Mitigating actions for Pregnancy and Maternity	
Responsible Officer for mitigating actions for Pregnancy and Maternity	
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships	
Are there negative impacts for Marriage and Civil Partnerships	no
Negative impacts for Marriage and Civil Partnerships	
Mitigating actions for Marriage and Civil Partnerships	
Responsible Officer for Marriage and Civil Partnerships	
28. Negative impacts and Mitigating actions for Carer's responsibilities	
Are there negative impacts for Carer's responsibilities	no
Negative impacts for Carer's responsibilities	

Mitigating actions for Carer's responsibilities	
Responsible Officer for Carer's responsibilities	

From: Rory Love, Cabinet Member for Education and Skills
Sarah Hammond, Corporate Director of Children, Young People and Education

To: Cabinet – 30 January 2025

Subject: Commissioning Plan for Education Provision in Kent 2025-29

Classification: Unrestricted

Past Pathway of report: CYPE Cabinet Committee - 21 November 2024

Future Pathway of report: Cabinet Decision

Electoral Division: All

Summary: This report provides the Cabinet with the Commissioning Plan for Education Provision in Kent 2025-29 for approval.

Recommendation(s):

Cabinet is asked to agree the Commissioning Plan for Education Provision in Kent 2025-29.

1. Introduction

- 1.1 The County Council is the Strategic Commissioner of Education Provision in Kent. This Commissioning Plan (KCP) sets out how we will carry out our responsibility for ensuring there are sufficient high quality places, in the right locations for all learners, while at the same time fulfilling our other responsibilities to raise education standards and recognise parental preference. The Plan details the expected future need for education provision, thereby enabling parents and education providers to put forward proposals as to how these needs might best be met.
- 1.2 The KCP sets out the principles by which we determine proposals, and it forecasts the need for future provision. It also sets out in more detail, plans to meet the commissioning needs which arise in each district and borough in Kent during the next five years.
- 1.3 This updated KCP is a 'live' document which underpins our on-going dialogue and consultation with schools, district and borough councils, diocesan authorities, KCC Members and local communities, to ensure we meet our responsibilities.

2. The Demographic Context

- 2.1 Information from the Office for National Statistics shows that in 2005 there were 15,613 live births in Kent (excluding Medway). The number of births rose each year up to 2012 when there was a peak in births of 18,147 children. Since this time, birth numbers have fallen to 16,364 in 2022. KCC will continue to monitor this data and forecast its impact over time.
- 2.3 The number of children on the rolls of Kent schools is driven by the size of the school-aged population in the county but is also influenced by the number of children resident outside of Kent on the rolls of the county's schools, the take-up of state funded school places and other factors such as the pace and type of new housing. One further factor to monitor during the lifetime of this KCP is the level of displacement of children from independent schools into the maintained sector arising from the Government's decision to impose VAT on independent school fees. Due to these additional factors, a change in the overall school-aged population in the county does not on its own necessarily translate into the same change in the number of children on the rolls of schools in Kent. Additionally, changes in the overall school age population at County or district level do not necessarily mirror changes in population at smaller geographic levels, such as planning groups.
- 2.4 As in previous years, the numbers of pupils identified as requiring a specialist place to meet their educational needs remains a challenge. As of January 2024, this totalled 19,407 children and young people with an EHCP in Kent. This is an increase of 477 (2.5%) since January 2023. In England, the number of children and young people with EHCPs increased to 575,963 in January 2024, up by 11% from 2023. The number of EHCPs have increased each year since 2010. In Kent 34.8% of children and young people (34% in 2023) are educated in mainstream schools (including SRPs), whilst the national figure is 43.1%. Whereas 40.4% of Kent children and young people with EHCPs are educated in a special school (including independent schools) compared to 32.1% nationally.

3. Our Commissioning Intentions

- 3.1 The KCP 2025-29 identifies the need for additional permanent and temporary mainstream school and specialist places each year as follows. Additional provision will be secured through a combination of expanding existing schools and opening new ones.
- 3.2 Within the individual district/borough sections we break down the expected surplus/deficit of places into smaller planning groups. This enables us to identify in more detail where and when provision may need to be added or removed. The pupil growth generated by new homes is forecast to produce significant demand for school places in specific planning groups over and above underlying demographic trends. This is particularly apparent in earlier years of the Plan within a number of primary planning groups impacted by substantial planned house building. The longer-term impact of this house building is also represented by the forecast need for significant additional secondary places in the latter period of the Plan.
- 3.3 Additional provision will be secured through a combination of expanding existing schools and opening new ones. The overall county commissioning intentions are shown below:

Primary School Commissioning Intentions:

By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
0.3FE 85 Year R temp places	5FE 10 Year R temp places	5FE 25 Year R temp places	6.3FE	14.3FE	14FE

A total of 44.9FE across the Plan period and up to 120 temporary Year R places

Secondary School Commissioning Intentions

By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
2FE 150 Year 7 temp places	0FE 180 Year 7 temp places	10FE 210 Year 7 temp places	15FE 165 Year 7 temp places	7FE 105 Year 7 temp places	4FE

A total of 38FE across the Plan period and up to 810 temporary Year 7 places

SEND Commissioning Intentions:

By 2025-26	By 2026-27	By 2027-28	By 2028-29
0 places	440 places	90 places	0 places

A total of 38FE across the Plan period and up to 810 temporary Year 7 places

The SEN commissioning intentions within this Plan (shown above) are in line with the Safety Valve agreement and are limited to provision where there is already an established requirement. The consideration of need for further additional provision will be informed by the Sufficiency Plan and the Special School Review. These are most likely to inform our commissioning intentions from 2027 onwards.

4. Financial Implications

- 4.1 The Local Authority as the Strategic Commissioner of Education Provision has a key role in securing funding to provide sufficient education provision in the County, particularly in schools, in order to meet its statutory responsibilities. The cost of delivering school places is currently met from Basic Need grant from the Government, prudential borrowing by the County Council, Section 106 property developer contributions and the Community Infrastructure Levy (CIL). Government funding for 'Basic Need' is allocated on a formula based upon information provided by local authorities concerning forecast numbers of pupils and school capacity.
- 4.2 Basic Need funding is allocated by Government on the basis of a comparison of school capacity (not pupil admission numbers) against forecast mainstream pupil numbers from reception year to year 11 uplifted to provide a 2 per cent

operating margin. Where capacity is lower than forecast, the DfE provides funding towards the gap.

- 4.3 The allocations for the 2024-25 financial year are based upon the projected need for new places by September 2025 (the start of academic year 2025/26); Kent has been allocated £5,046,624. The 'lumpy' nature of establishing new school provision means that the County Council incurs the majority of the capital costs at the outset of mitigating a forecast place deficit, e.g. expanding a school by a whole FE; whereas the Basic Need formula does not account for this and provides the Council with funding for places in an incremental way over a longer period of time.
- 4.4 One funding option which can assist with or overcome the challenges of forward funding new schools is the Free Schools programme. We encouraged promoters to submit bids to Waves 13 and 14, with some success. However, as the free school programme has become more restrictive, being targeted to certain geographical areas of the Country in relation to mainstream schools, and of limited number for special schools and alternative provisions, it will not be the answer to all our needs. Additionally, it is not risk free for the Local Authority. Delays in delivery can require the Authority to put in place temporary provision with the resultant unplanned expense.

5 Legal implications

- 5.1 Each project identified in the KCP will be subject to a separate consultation and decision-making process. The legal implications of each proposal will be identified at that time.

6. Equalities implications

- 6.1 The equality impact assessment considers whether the commissioning principles and guidelines contained within the KCP may have an impact (either positive or negative) on any protected groups and if so what action, if any, should be taken to mitigate the negative impacts. Separate, more detailed equalities impact assessments will be completed as individual project consultations come forward to consider the impacts on any protected group arising from that individual education proposal.

7. How does the proposed decision support Framing Kent's Future and Securing Kent's Future.

- 7.1 The KCP supports Priority 1: Levelling up Kent and Priority 2: Infrastructure for Communities within Framing Kent's Future. The plan details the commissioning of education places from good or better providers, with the aim of providing good quality education provision that is accessible to communities across the county. Within Priority 1 the County Council has committed to maintain KCC's strategic role in supporting schools in Kent to deliver accessible, high quality education provision for all families; the Kent Commissioning Plan outlines how we will continue to do so.
- 7.2 The commissioning intentions within the plan are based on detailed analysis, at county and district level, to accurately assess the need for primary, secondary and special school places over the coming years. In drawing up

options for providing additional places, the Local Authority consider a range of practical issues, such as:

- The condition and suitability of existing premises.
- The ability to expand or alter the premises (including arrangements whilst works progress).
- The works required to expand or alter the premises.
- The estimated capital costs.
- The size and topography of the site.
- Environmental considerations.
- Future proofing.
- Road access to the site, including transport and safety issues.

7.3 Kent is committed to securing value for money when providing additional school accommodation, in line with the DfE's baseline designs, and output performance specification. The construction methods for new accommodation will be that which are the most appropriate to meet the needs of provision, e.g. temporary or permanent provision and which represents good value for money.

7.4 The analysis of demand ensures that provision is only provided when and where it is necessary, in a manner that meets the Best Value duty placed upon the council. This work supports Objective 3: Policy choices and scope of Council's ambitions of Securing Kent's Future.

8. Conclusion

8.1. The commissioning intentions outlined in the KCP are planned to ensure there are sufficient schools places, in the right locations and at the right time in order to fulfil our legal responsibility to offer an appropriate school place to all who require one. At the same time, we are committed to reducing the budget shortfall, but without compromising on the high-quality provision our children and young people deserve.

9 Recommendation(s):

8.1 Cabinet is asked to agree the Commissioning Plan for Education Provision in Kent 2025-29.

10. Background Documents

10.1 Commissioning Plan for Education Provision in Kent 2024-28
<https://www.kent.gov.uk/education-and-children/schools/education-provision/education-provision-plan>

10.2 Kent's Strategy for Children and Young People with Special Educational Needs and Disabilities 2021-2024
https://www.kent.gov.uk/_data/assets/pdf_file/0012/13323/Strategy-for-children-with-special-educational-needs-and-disabilities.pdf

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Commissioning Plan for Education Provision in Kent

2025 -2029



TABLE OF CONTENTS

1. Contact Details	3
2. Foreword	4
3. Introduction and Executive Summary	5
4. Principles and Planning Guidelines	15
5. Capital Funding	18
6. Commissioning Statutory School Provision	21
7. Commissioning Statutory School Provision by Districts	32
7.1. Ashford	32
7.2. Canterbury	40
7.3. Dartford	48
7.4. Dover	57
7.5. Folkestone and Hythe	64
7.6. Gravesham	70
7.7. Maidstone	78
7.8. Sevenoaks	86
7.9. Swale	94
7.10. Thanet	102
7.11. Tonbridge and Malling	109
7.12. Tunbridge Wells	116
8. Commissioning Special Educational Needs	123
9. Commissioning Early Years Education and Childcare	130
10. Commissioning Plan Post-16	134
11. Appendices	137

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2. Foreword

Welcome to the County Council's Commissioning Plan for Education Provision in Kent 2025-29 (KCP). This is the latest annual update of our five-year rolling Plan. It sets out our plans as Strategic Commissioner of education provision across all types and phases of education.

This Plan builds on the positive achievements of recent years. We have continued to commission new primary, secondary, and special provision to ensure we fulfil our statutory responsibility of ensuring a school place is available for every child, but also our non-statutory commitment to facilitate parental choice. This is not without its challenges, as I outline below.

For September 2024, I am pleased to report that we delivered the following commissioned provision:

- Primary - 0.5 FE (15 places) permanent and 50 temporary Year R places
- Secondary - 1 FE (30 places) permanent and 100 temporary Year 7 places
- Special - 10 special schools places and 13 specialist resource provision places

We could not have achieved this without the support of Headteachers, Governors, and Academy Trusts who have helped us ensure there are sufficient school places while at the same time supporting over 250,000 children and young people to achieve their full potential.

We forecast that between the 2023-24 and 2028-29 academic years total primary school rolls will reduce by 1,467 pupils and secondary rolls will increase by 5,089 pupils. The profile of change in school rolls will vary across the County, with some local areas requiring additional places to meet demand. To meet need in specific localities, and to reflect housing development, for the academic years 2025-26 to 2028-29, 16.6FE of primary provision and 120 temporary Year R places will be needed along with 27FE of secondary provision and 705 temporary Year 7 places. We will monitor the impact of any displacement of children into maintained schools arising from the Government's decision to tax independent school fees.

As in previous years, the number of pupils identified as requiring a specialist place to meet their educational needs remains a challenge. We will address the need for high quality, sustainable SEN provision within the context of our Safety Valve Agreement with the DfE. Between the academic years 2025-26 and 2028-29, we currently intend to commission 530 additional specialist places.

The sector and the Local Authority continue to face challenges related to costs; for the County Council the imbalance between the cost of providing additional places and the funding that we receive remains. We will continue to ensure a sufficient supply of places. However, without additional funding this imbalance may influence the decision-making process around the location and timing of new education provision.

We continue to support the principles of high quality inclusive education provided through strong families of schools with capacity to lead rapid and sustainable improvement. For this reason, we encourage those Kent schools not currently benefitting from such collaborative arrangements to explore their options to join or form a multi-academy trust.

Rory Love OBE, BA (Hons) - Cabinet Member for Education and Skills

3. Introduction and Executive Summary

3.1 Purpose

The County Council is the Strategic Commissioner of Education Provision in Kent. This Commissioning Plan sets out how we will carry out our responsibility for ensuring there are sufficient high quality places, in the right places for all learners, while at the same time fulfilling our other responsibilities to raise education standards and promote parental preference. The Plan details the expected future need for education provision, thereby enabling parents and education providers to put forward proposals as to how these needs might best be met.

This Plan reflects the dynamic and ongoing process of ensuring there are sufficient places for Kent children in schools, and other provisions. It is subject to regular discussion and consultation with schools, district/borough councils, KCC (Kent County Council) Elected Members, the diocesan authorities, and others. The content of this Plan reflects those discussions and consultations.

3.2 The Kent Context

Kent is a diverse County. It is largely rural with a collection of small towns. Economically our communities differ, with economic advantage generally in the West, and disadvantage concentrated in our coastal communities in the South and East. Early Years education and childcare are predominantly provided by the private and voluntary sectors. Our schools are a mix of maintained and academies and include infant, junior, primary, grammar, wide ability comprehensive, all-through, single sex and faith based. Post-16 opportunities are available through schools, colleges and private training organisations.

3.3 What We Are Seeking to Achieve

Our vision is that every child and young person should go to a good or outstanding early years setting and school, have access to the best teaching, and benefit from schools and other providers working in partnership with each other to share the best practice as they continue to improve. Commissioning education provision from good or better providers can assist in securing this vision. To address the commissioning needs outlined in this Plan we welcome proposals from existing schools, trusts, the three dioceses and new providers; those proposals should be aligned to the commissioning requirements set out in the Plan.

3.4 Principles and Guidelines

The role of the Local Authority is set within a legal framework of statutory duties which are outlined in the relevant sections of the Plan. We also have a set of principles and planning guidelines to help us in our role as the Commissioner of Education Provision (Section 5). It is important that the Local Authority is transparent and clear when making commissioning decisions or assessing the relative merits of any proposals it might receive.

3.5 Kent's Demographic Trends

Information from the Office for National Statistics shows that in 2005 there were 15,613 live births in Kent (excluding Medway). The number of births rose each year up to 2012 when there was a peak in births of 18,147 children. Since this time, birth numbers have fallen to 16,364 in 2022. KCC will continue to monitor this data and forecast its impact over time.

The number of children on the rolls of Kent schools is driven by the size of the school-aged population in the county but is also influenced by the number of children resident outside of Kent on the rolls of the county's schools, the take-up of state funded school places and other factors such as the pace and type of new housing. One further factor to monitor during the lifetime of this KCP is the level of displacement of children from independent schools into the maintained sector arising from the Government's decision to impose VAT on independent school fees. Due to these additional factors, a change in the overall school-aged population in the county does not on its own necessarily translate into the same change in the number of children on the rolls of schools in

Kent. Additionally, changes in the overall school age population at County or district level do not necessarily mirror changes in population at smaller geographic levels, such as planning groups.; these are explored in Section 7.

Capital Funding

The pressure on the County's Capital Budget continues, particularly as demand for secondary and specialist places grows. The cost of delivering school places is currently met from Basic Need grant from the Government, prudential borrowing by the County Council, Section 106 property developer contributions and the Community Infrastructure Levy (CIL). Government funding for 'Basic Need' is allocated on a formula based upon information provided by local authorities concerning forecast numbers of pupils and school capacity.

The Department for Education's (DfE) Free Schools Programme is another way to deliver some of the school provision Kent needs. We have encouraged promoters to submit bids to Waves 13 and 14, with some success, but this programme is not a significant contributor to places overall and does have financial risks.

KCC also secures developer contributions to the capital programme. The budget gap between what is needed for KCC to meet its statutory duties as school place commissioner and what is available is significant. All avenues are being explored to reduce the risks, but inevitably difficult decisions will have to be made to prioritise KCC's investment of the capital budget. The cost of construction has risen considerably since 2020 and is likely to continue during the Plan period. We will continue to manage and mitigate this as far as we are able to, however, pressure from inflation may become a constraint to our commissioning strategy.

Kent's Forward Plan – Commissioning Summary

Detailed analysis, at district level, of the future need for primary and secondary school places is contained in Section 7 of this Plan. Figures 3a,3b and 3c provide a summary of the need for additional places, both permanent and temporary, identified within the Commissioning Plan:

Figure 3a: Summary of the commissioning proposals for primary schools by district/borough

District	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Ashford		1FE		0.3FE	4.5FE	2FE
Canterbury			1FE		3FE	1FE
Dartford and Swanley	Up to 30 Year 7 temp places	2FE	2FE	1FE	2FE	
Dover					1.8FE	3FE
Folkestone and Hythe						2FE
Gravesham	0.3FE			1FE		
Maidstone	Up to 45 Year R temp place	1FE	1FE Up to 15 Year R temp place	2FE		
Sevenoaks						
Swale		1FE		1FE	2FE	
Thanet						6FE
Tonbridge and Malling					1FE	
Tonbridge Wells	Up to 10 Year R temp place	Up to 10 Year R temp place	1FE Up to 10 Year R temp place	1FE		
Totals	0.3FE 85 Year R temp places	5FE 10 Year R temp places	5FE 25 Year R temp places	6.3FE	14.3FE	14FE

Total of 44.9FE of additional provision across the forecast period and up to 120 temporary Year R places

Figure 3b: Summary of the commissioning proposals for secondary schools by planning group

Non-Selective Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Ashford North	2FE					2FE
Canterbury City			Up to 30 Year 7 temp places	Up to 30 Year 7 temp places	Up to 45 Year 7 temp places	
Dartford and Swanley			2FE	2FE		
Dover						2FE
Faversham			1FE		1FE	
Gravesham and Longfield			3FE			
Maidstone District	Up to 90 Year 7 temp places	Up to 90 Year 7 temp places	3FE	6FE		
Sevenoaks and Borough Green						
Sittingbourne	Up to 30 Year 7 temp places	Up to 30 Year 7 temp places	Up to 120 Year 7 temp places	Up to 90 Year 7 temp places	6FE	
Selective Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Canterbury and Faversham			1FE			
Maidstone and Malling				1FE		
North West Kent				6FE		
Thanet	Up to 30 Year 7 temp places	Up to 30 Year 7 temp places	Up to 30 Year 7 temp places	Up to 15 Year 7 temp places	Up to 60 Year 7 temp places	
West Kent		Up to 60 Year 7 temp places	Up to 30 Year 7 temp places	Up to 30 Year 7 temp places		
Total secondary commissioning	2FE 150 Year 7 temp places	0FE 180 Year 7 temp places	10FE 210 Year 7 temp places	15FE 165 Year 7 temp places	7FE 105 Year 7 temp places	4FE

Total of 38FE across the forecast period and 810 temporary Year 7 places

Figure 3c: Summary of commissioning intentions for specialist provision

District	By 2025-26	By 2026-27	By 2027-28	By 2028-29
Ashford				
Canterbury		120 places		
Dartford		40 places		
Dover				
Folkestone and Hythe				
Gravesham				
Maidstone				
Sevenoaks		250 places		
Swale			40 places	
Thanet		30 Places		
Tonbridge and Malling			50 places	
Tunbridge Wells				
Totals	0 places	440 places	90 places	0 places

A total of 530 permanent places across the planned period

3.6 Special Educational Needs

The Local Authority is responsible for issuing and maintaining EHCPs for children and young people between the ages of 0-25 years. As of January 2024, this totalled 19,407 children and young people with an EHCP in Kent. This is an increase of 477 (2.5%) since January 2023. In England, the number of children and young people with EHCPs increased to 575,963 in January 2024, up by 11% from 2023. The number of EHCPs have increased each year since 2010.

In Kent 34.8% of children and young people with an EHCP are educated in mainstream schools (including SRPs), whilst the national figure is 43.1%. Whereas 40.4% of Kent children and young people with EHCPs are educated in a special school (including independent schools) compared to 32.1% nationally.

To ensure the LA is able to provide sustainable high quality provision, the system needs to be realigned and the proportion of children and young people catered for within each provision type brought in line with national figures, so that specialist places are only for those children and young people with the most complex needs. A significant change programme is ongoing to improve mainstream school SEND inclusion capacity so staff are skilled, confident and able to educate and support more children with EHCPs. This realignment will be supported by the inclusive practices within Kent's Countywide Approach to Inclusive Education (CATIE) and will ensure a greater proportion of Kent's children and young people will be supported and achieve their full potential in mainstream schools closer to their homes.

To meet the need for specialist places across Kent, including meeting the needs in areas of population growth, a mixture of new special schools, expansions of existing schools and the establishment of satellites and SRPs will be commissioned across Kent. This plan will only reflect a proportion of our commissioning intentions at this stage as the full plan will need to be informed by the review of our continuum of SEND provision, reporting in the first half of 2025.

KCC produces an annual SEND Sufficiency Plan for children and young people. In addition, the reviews of Special Schools, Specialist Resource Provisions and Early Years Provision will contribute to a revised SEND Strategy, setting out the direction for the next five years. The outcomes from these reviews and further work to inform KCC's approach to supporting children and young people with Social, Emotional and Mental Health (SEMH) needs, aligned with the approach to Alternative Provision across all twelve of Kent's districts, will inform the revision of the new SEND Sufficiency Plan.

The SEND Sufficiency Plan sits under the Commissioning Plan for Education Provision in Kent to inform strategic educational place planning. The purpose of the SEND Sufficiency Plan is to inform and support the Local Authority in its development of strategic place planning for SEND educational provision in the medium to long term.

3.7 Early Education and Childcare

Early Education and Childcare in Kent is available through a large, diverse and constantly shifting market of maintained, private, voluntary, independent and school-run providers, childminders and academies, all of which operate as individual businesses and are therefore subject to market forces.

The annual Childcare Sufficiency Assessment (CSA) shows the supply of, and demand for, early years and childcare provision across the County, including where there might be over supply and particularly a deficit in provision. The CSA for the 2024-2025 academic year is based on the DfE analysis for childcare places needed for 9 month to 36 month-olds combined with the supply and demand for childcare for 3 and 4 year olds in the Summer Term 2024 when demand for the take up and supply of childcare is greatest.

Across the county as a whole, there are forecast to be sufficient childcare places for 0-4 year olds. However, the CSA indicates that there are deficits of places in specific planning groups. The Education People's Early Years and Childcare Service will work with providers and potential providers to encourage the establishment of additional provision where it is required.

The supply of Free Entitlement places for 9 months to four year olds will be kept under review as planned new housing developments are built and potentially increase the demand for places. Where housing developments are proposed in school planning areas where there is an indicative deficit of places or where the size of a development means that it will require new provision; KCC will engage in discussions with developers to either seek funding to provide nursery provision which may include securing community rental or leasehold accommodation availability for private, voluntary or independent sector providers of 0-4 year old childcare.

When a new school is delivered according to the ESFA Baseline Design, a nursery space is now included in the design. As new schools are planned, KCC will work with the sponsor to identify early years provision and the most appropriate way to deliver this.

3.8 Post-16 Education and Training in Kent

The work of Pathways for All, the county's 16-19 review, is moving on rapidly. The strategic board is well established and the recommendation implementation groups have been working for over two years. A new chair has been appointed from within the county and is working with the Strategic Board to develop an updated strategy. The priorities from this strategy are:

- To secure a mechanism that creates joint ownership of knowledge and skills between providers and employers in Kent and Medway
- To create relevant and viable Level 3 provision across Kent and Medway that reflects regional skill needs, whilst providing meaningful choice, an outstanding learning experience and strong progression.
- To ensure there is an offer that enable learners who have SEMH needs to reengage with mainstream provision and perform as well as those cohorts that do not.
- To ensure there is an appropriate and local offer to enable learners who have SEND requirement to increase their life choices and meet their full potential.
- To increase the number of learners, including those with SEND, studying at Level 2 from a GCSE base of less than 2 (Level 1 entry criteria).

Another development is the establishment of Local Collaborative Partnership Areas (LCPAs), bringing together senior leaders in travel to learn areas across the county to plan a coherent offer at a local level. All areas have appointed a lead to drive the work in the area and have begun setting priorities.

4. Principles and Planning Guidelines

4.1 What We Are Seeking to Achieve

Our Principles and Planning Guidelines underpin our commissioning decisions. This is further supported by a suite of key strategies including, but not limited to:

- Kent's Strategy for Children and Young People with Special Educational Needs and Disabilities 2021-2024
- Countywide Approach to Inclusive Education (CATIE) 2023 – 2028
- Kent 16 to 19 Review - Pathways For All

In the national policy context, the Local Authority is the Commissioner of Education Provision and providers come from the private, voluntary, charitable and maintained sectors. The role of the Local Authority is set within a legal framework of statutory duties; the duties for each phase or type of education in Kent are shown under the relevant section in this Plan. Within this framework, the Local Authority continues to be the major provider of education by maintaining most Kent schools and it also fulfils the function of “provider of last resort” to ensure new provision is made if no other acceptable new provider comes forward.

Education in Kent is divided into three phases, although there is some overlap between these. These three phases are:

- Early Years: primarily delivered by private, voluntary and independent pre-school providers, accredited child-minders, and schools with maintained nursery classes.
- 4-16 years: “compulsory school age” during which schools are the main providers.
- Post-16: colleges and schools both offer substantial provision, with colleges as the sole provider for young people aged 19-25 years.

The Local Authority also has specific duties in relation to provision for pupils with Special Educational Needs, pupils excluded from school or pupils unable to attend school due to ill health.

4.2 Principles and Guidelines

It is important that the Local Authority is open and transparent in its role as the Strategic Commissioner of Education. To help guide us in this role we abide by clear principles and consider school organisation proposals against our planning guidelines. We stress that planning guidelines are not absolutes, but a starting point for the consideration of proposals.

4.3 Over-Arching Principles

- Every child should have access to a local, good or outstanding school, which is appropriate to their needs.
- All education provision in Kent should be financially efficient and viable.
- We will consider the needs and aspirations of the local community.
- We will recognise parental preference.
- We recognise perceptions may differ as to benefits and detrimental impacts of future proposals. We will ensure our consultation processes capture the voice of all communities, but to be supported proposals must demonstrate overall benefit to the whole community.
- The needs of Children in Care and those with SEN and disabilities will be given enhanced consideration in any commissioning decision.
- We will also give priority to organisational changes that create environments better able to meet the needs of other vulnerable children, including those from minority ethnic communities and/or from low income families.

- Any educational provision facing difficulties will be supported and challenged to recover in an efficient and timely manner. Where sufficient progress is not achieved, we will seek to commission alternative provision or another provider.
- If a provision is considered or found to be inadequate by Ofsted, we will seek to support the DfE with the commissioning of an alternative provider.
- In areas of housing growth, we will require developer contributions to fund or part fund new and additional school provision.
- In areas of high surplus capacity, we will take actions where possible to reduce the surplus and will seek to work with schools and own admission authorities to minimise the impact of surplus.¹

4.4 Planning Guidelines – Primary

- The curriculum is generally delivered in Key Stage specific classes. Therefore, for curriculum viability, primary schools should be able to operate at least four classes.
- We will actively promote opportunities for small primary schools to work together.
- Where possible, planned Published Admission Numbers (PANs) will be multiples of 30, but where this is not possible, multiples of 15 are used.
- We believe all-through primary schools deliver better continuity of learning as the model for primary phase education in Kent. When the opportunity arises, we will seek to amalgamate separate infant and junior schools into a single primary school. However, we will have regard to existing local arrangements and seek to avoid leaving existing schools without links on which they have previously depended.
- At present primary school provision is co-educational, and we anticipate that future arrangements will conform to this pattern.
- Over time we have concluded that a minimum of 2FE provision (420 places) is preferred in terms of the efficient deployment of resources.

4.5 Planning Guidelines – Secondary

- PANs for secondary schools will not normally be less than 120 or greater than 360. PANs for secondary schools will normally be multiples of 30.
- Over time we have concluded that the ideal size for the efficient deployment of resources is between 6FE and 8FE.
- Proposals for additional secondary places need to demonstrate a balance between selective and non-selective school places.
- We will encourage the formation of all-aged schools (primary through to secondary) if this is in the interests of the local community.

4.6 Planning Guidelines - Special Educational Needs

- We aim to build capacity in mainstream schools by broadening the skills and special arrangements that can be made within this sector to ensure compliance with the relevant duties under SEN and disability legislation.
- For children and young people for whom mainstream provision is assessed not to be appropriate, we seek to make provision through Kent based, state funded special schools. For young people aged 16-19 years, provision may be at school or college. For young people who are aged 19-25 years, provision is likely to be college based.
- We will support children and young people to benefit from living within their local community where possible and we will seek to provide them with day places unless residential provision is specifically needed for social care or health reasons. In such cases, agreement to joint placement and support will be sought from the relevant KCC teams or the Health

¹ Actions might include re-classifying accommodation, removing temporary or unsuitable accommodation, leasing spaces to other users and promoting closures or amalgamations. We recognise that, increasingly, providers will be responsible for making such decisions about the use of their buildings, but we believe we all recognise the economic imperatives for such actions.

Service. This agreement will be preceded by the relevant health or social care assessments.

- We will aim to reduce the need for children to be transported to schools far away from their local communities by developing local provision to meet need.

4.7 Planning Guidelines - Expansion of Popular Schools and New Provision

- We support diversity in the range of education provision available to children and young people. We recognise that new providers are entering the market, and that parents and communities are able to make free school applications.
- As the Strategic Commissioner of Education Provision, we welcome proposals from existing schools and new providers that address the needs identified in this Plan, this includes new provision to meet increased demand.
- In order for us to support any such proposal, they must meet an identified need and should adhere to the planning principles and guidelines set out above.

4.8 Small Schools

KCC defines small schools as 'those schools with fewer than 150 pupils on roll and/or a measured capacity of fewer than 150 places'. We have over 100 primary schools that fit this criterion.

We value the work of our small schools and recognise the challenges faced. We continue to work with partners to maximise the resilience of small schools to deal with the challenges they face in terms of leadership and management, teaching and learning, and governance and finance so that they can enable their pupils to grow up, learn, develop and achieve, and continue to play a valued role in their communities.

KCC and its partners, in particular the dioceses, will ensure that:

- Support is given to small schools seeking to join appropriate multi-academy trusts, or take other steps on such a pathway.
- All such partners will work closely together to support the protection and maintenance of the distinctive character and ethos of small Church of England schools in future collaborative arrangements.

4.9 Families of Schools

KCC has encouraged schools to work collaboratively together for many years. Such collaborations take many forms in the current education landscape, such as being a church school within Canterbury, Rochester or Southwark's purview, forming a collaboration with neighbouring schools to work jointly on shared school improvement objectives, formally federating or joining a shared schools trust, or academising within a MAT. All these options are important in ensuring no school becomes isolated.

The national direction of travel, through successive Governments, has been towards high quality, inclusive education to be provided through families of schools within strong multi-academy trusts. This is underpinned by the ability of strong trusts to deliver rapid and sustainable school improvement, excellent support for teachers and teaching, strategic leadership and governance, and effective financial management. We support these principles and encourage those Kent schools not currently benefitting from such collaborative arrangements to explore their options to join or form a multi-academy trust.

5. Capital Funding

5.1 Introduction

The Local Authority as Strategic Commissioner of Education Provision has a key role in securing funding to provide sufficient education provision in the County, particularly in schools.

The cost of providing additional school places is met from Government Basic Need Grant, prudential borrowing by KCC and developer contributions. It continues to be clear through the County Council's Medium-Term Financial Plan that KCC is not in a position to undertake prudential borrowing to support new provision. To do so would place undue pressure on the revenue budget in what are already challenging times for the Authority. The prospect of having to meet the growth in demand for places through additional borrowing confronts the County Council with a dilemma between delivering its statutory duty on school places and maintaining its financial soundness. Members and officers continue to lobby Ministers and officials within the DfE over this critical issue. Delivery of the additional school places needed in the County will rely more than ever on an appropriate level of funding from Government and securing the maximum possible contribution from housing developers.

5.2 Basic Need

Basic Need funding is allocated by Government on the basis of a comparison of school capacity (not pupil admission numbers) against forecast mainstream pupil numbers from reception year to year 11 uplifted to provide a 2 per cent operating margin. Where capacity is lower than forecast, the DfE provides funding towards the gap.

The allocations for the 2024-25 financial year are based upon the projected need for new places by September 2025 (the start of academic year 2025/26); Kent has been allocated £5,046,624. The 'lumpy' nature of establishing new school provision means that the County Council incurs the majority of the capital costs at the outset of mitigating a forecast place deficit, e.g. expanding a school by a whole FE; whereas the Basic Need formula does not account for this and provides the Council with funding for places in an incremental way over a longer period of time.

5.3 Free Schools Programme

One funding option which can assist with or overcome the challenges of forward funding new schools is the Free Schools programme. We encouraged promoters to submit bids to Waves 13 and 14, with some success. However, as the free school programme has become more restrictive, being targeted to certain geographical areas of the Country in relation to mainstream schools, and of limited number for special schools and alternative provisions, it will not be the answer to all our needs. Additionally, it is not risk free for the Local Authority. Delays in delivery can require the Authority to put in place temporary provision with the resultant unplanned expense.

5.4 Developer Contributions

Each of the 12 districts in Kent are planning significant housing growth, it is essential that this growth is supported by sufficient education provision that is well integrated within the areas of growth and established at the right time. The cost of providing school places in response to housing growth is significant, the County Council seeks developer contributions towards mitigating this cost. Developer contributions for education are secured either through Section 106 (s106) agreements or through the Community Infrastructure Levy (CIL).

S106 agreements are secured from housing developers at the time that planning permission is granted, they are intended to ensure development proposals are acceptable in planning terms. When securing a s106 agreement KCC will outline the additional impact the development would have on local schools, where we would need to add additional provision in response and the cost

of doing so. Whilst district authorities, as the relevant Local Planning Authority, are the decision maker on whether contributions towards education provision should be made or not, once a s106 agreement is in place the housing developer becomes legally obligated to pay KCC contributions at specified points.

We will continue to seek developer contributions at every opportunity allowed through legislation and apply funding secured to the most appropriate project in order to mitigate development. Where additional secondary school places are required in order to mitigate development we will seek to secure funding towards both selective and non-selective places on the basis of 25% of the additional demand being within the selective sector; this will not preclude future residents of the development being able to apply for and access a school place in the same way as all other residents in Kent and does not impact the commissioning approach in an area which is based on the forecast need.

Five districts in Kent have adopted CIL, which has largely replaced s106 agreements in those areas. The levy is a tariff-based system where developers are charged a set rate per square metre of development. There is no direct link between the development's impact on local infrastructure and the amount it pays. All CIL funding is paid to the relevant district or borough, which then determines how it will be spent once it is received; there is no funding ring-fenced for education provision and KCC will usually be required to 'bid' to the Borough for a share of the funding. This provides KCC with no security that development charged under CIL will contribute to the cost of new school provision at the time planning permission is granted. Under CIL the amounts collected for community infrastructure are typically lower than could be secured through s106 and the spending of CIL is entirely at the discretion of the District Authority and not KCC, which places the County Council at significant risk moving forward.

The County Council is keen to work with the Government to ensure that reforms to developer contributions are effective in securing the necessary infrastructure to support growth. The new Government has confirmed that they do not intend to implement the introduction of the Infrastructure Levy within the Levelling-up and Regeneration Act 2023; whilst this may be positive in some ways, there still remains a significant level of uncertainty.

5.5 Value for Money

In drawing up options for providing additional places, in addition to the Principles and Planning Guidelines set out in Section 5, the Local Authority consider a range of practical issues, such as:

- The condition and suitability of existing premises.
- The ability to expand or alter the premises (including arrangements whilst works progress).
- The works required to expand or alter the premises.
- The estimated capital costs.
- The size and topography of the site.
- Environmental considerations.
- Future proofing.
- Road access to the site, including transport and safety issues.

Kent is committed to securing value for money when providing additional school accommodation, in line with the DfE's baseline designs, and output performance specification. The construction method for new accommodation will be that which is the most appropriate to meet the needs of provision, e.g. temporary or permanent provision and that which represents good value for money.

One of the key benchmarks against which we will be monitoring all Basic Need projects is the 'cost per pupil'. This benchmark divides the construction cost of the project by the number of pupils that the facility will accommodate to provide a project cost per pupil.

This table provides high level findings of a comparison between KCC costs and the National Schools Delivery Cost Benchmark database. KCC's average historic cost of delivering additional places in the primary and secondary phase is higher than the national average. These represent historic average costs (at Q3 2023 prices) and will increase with inflation in line with the cost of construction over time.

A further high level review comparing KCC costs to the National Schools Delivery Cost Benchmark database rebased to Southeast has been carried out. This details that the KCC cost for Primary phase expansion is currently lower than the Southeast average, however New build is slightly higher. The Secondary Phase is showing that both expansion and new build are lower than the Southeast benchmark, sitting between the national and Southeast benchmark.

Figure 6a: Average costs - National and Kent

Primary Education Phase:

Type	National School Delivery Average Costs	National School Delivery Average Costs (South East)	KCC Average Costs
Expansion	£19,989	£22,587	£21,066
New Build	£23,865	£26,967	£27,559

Secondary Education Phase:

Type	National School Delivery Average Costs	National School Delivery Average Costs (South East)	KCC Average Costs
Expansion	£27,492	£31,066	£29,036
New Build	£28,912	£32,670	£30,441

6. Commissioning Statutory School Provision

6.1 Duties to Provide for Ages 4-16 Years

The law requires local authorities to make provision for the education of children from the September following their fourth birthday to the end of the academic year in which their sixteenth birthday falls. Most Kent parents choose to send their children to Kent schools. Some parents choose to educate their children independently, either at independent schools or otherwise than at school (i.e. at home); others will send their children to maintained schools outside Kent (Kent maintained schools also admit some children from other areas). Kent will offer a school place to any resident child aged between 4-16 years.

A minority of young people aged 14-16 years old are offered college placements or alternative curriculum provision, usually through school links. Some children are educated in special schools or non-school forms of special education provision because of their special educational needs.

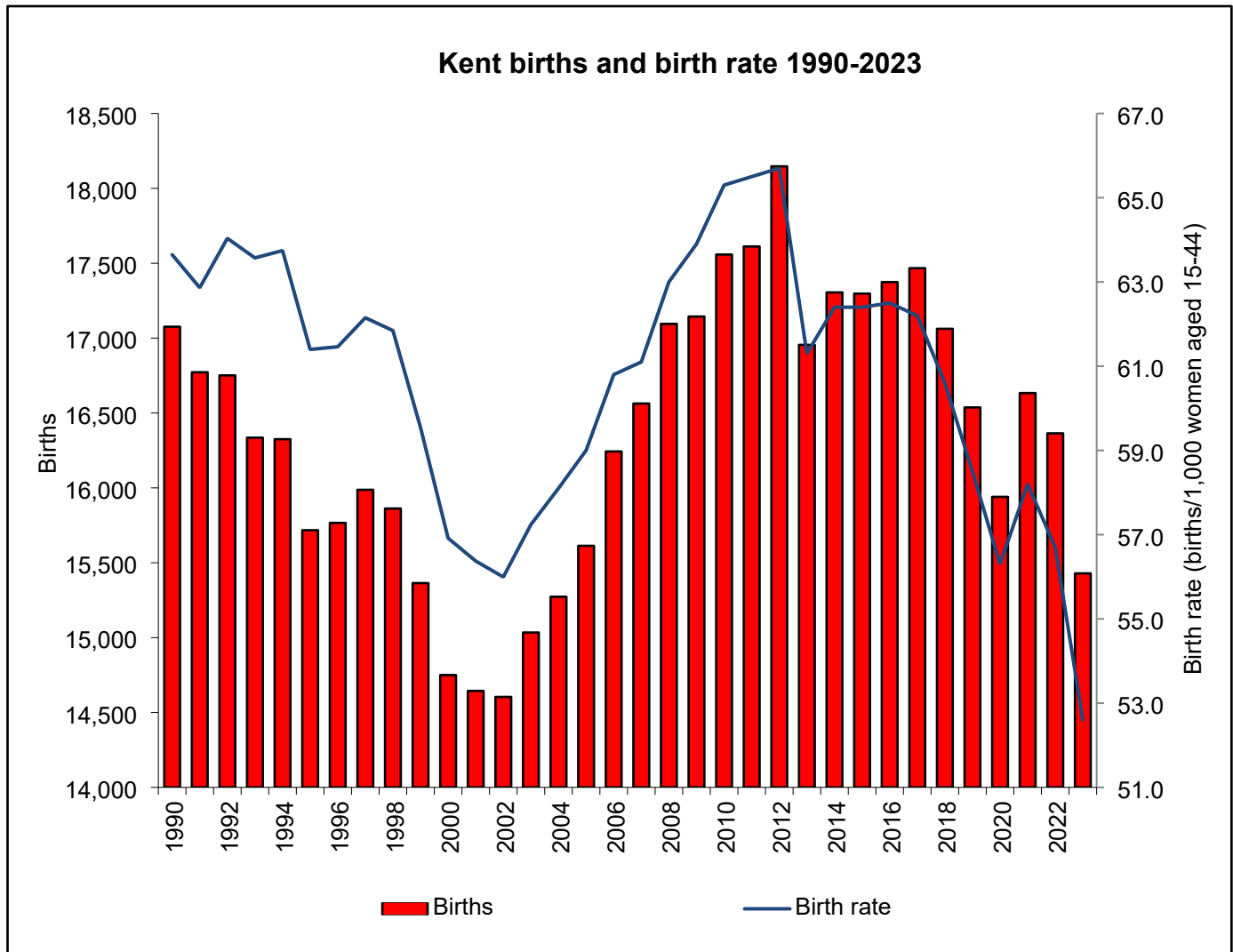
The local authority has a statutory duty to provide full time education for pupils “not in education by reason of illness, exclusion or otherwise” which is appropriate to individual pupil needs. This duty is discharged through pupil referral units, alternative provision commissioned by secondary schools and the Rosewood School.

6.2 Kent-Wide Summary

Detail on the requirement for additional school places is contained in the district/borough commentaries which follow. For 2025-26 and 2026-27 many projects are already in progress. For later years, the need for expansion in planning groups has been noted, but specific schools may not have been identified. For projects beyond 2026 the commissioning proposals may be dependent on the pace of planned housing development being realised. A Countywide summary of the proposals for primary, secondary and SEN school places in each district/borough are set out in Section 3.7.

Figure 7a shows the Kent birth rate and the number of recorded births as published by the Office of National Statistics (ONS). Births recorded by the ONS provide a consistent way of measuring and demonstrating changes in births over the last 30 years; it should be noted that the quantum of school places needed is not solely driven by the number of births and our forecasting takes into account those children resident in the county that were born elsewhere, and the forecast inward migration led by housing growth and other factors. Overall, Kent birth figures indicate a significant fall in the number of births since 2017 but show a slight upturn in 2021 before dropping back in 2022 and 2023.

Figure 7a: Kent births and birth rates 1990-2023



*Source: Office for National Statistics, 2022

Figure 7b: Housing completions and future housing supply 2001-26

District	Completions*				Period 2023-28			Grand total 2003-28
	2003-08	2008-13	2013-18	2018-23	Extant	Allocations	Total	
Maidstone	3,796	3,415	4,103	7,455	3,676	2,083	5,759	24,528
Dartford	3,112	1,907	4,367	3,469	1,964	3,202	5,166	18,021
Swale	3,547	2,436	2,911	4,131	4,351	450	4,801	17,826
Ashford	3,564	2,514	2,865	4,480	3,397	857	4,254	17,677
Canterbury	3,667	2,977	2,061	2,980	1,718	4,268	5,986	17,671
Tonbridge & Malling	3,920	2,537	4,098	2,427	3,355	104	3,459	16,441
Thanet	2,846	2,958	1,813	2,579	3,215	1,292	4,507	14,703
Tunbridge Wells	2,204	1,307	2,008	3,081	2,679	164	2,843	11,443
Dover	1,855	1,253	2,227	2,639	1,611	1,605	3,216	11,190
Folkestone & Hythe	2,145	1,368	1,856	2,217	939	2,291	3,230	10,816
Gravesham	1,594	1,637	952	1,540	2,147	150	2,297	8,020
Sevenoaks	1,501	1,297	1,721	1,603	1,866	-	1,866	7,988
Kent	33,751	25,606	30,982	38,601	30,918	16,466	47,384	176,324

Source: Housing Information Audit (HIA) 2022-23, Kent Analytics, KCC

Notes:

- (1) Housing data relates to financial year (i.e. 2022-23 is the year up to 31st March 2023)
- (2) The first four 5-year time periods between 2003-23 show actual housing completions
- (3) The period 2023-28 shows expected housing completions (extant permissions and allocations)
- (4) No allocations data was provided for Sevenoaks District

*Completions - Dwellings completed; Extant- Dwellings with planning permission but construction not yet completed; Allocations - Dwellings within an area designated for future housing development but not yet with planning permission

Figure 7b outlines the historic and forecast house building by district/borough. All districts/boroughs are planning for significant house building, each district/borough is at a different stage of adopting their Local Plan, the figures above incorporate housing numbers from adopted Local Plans, not every district currently has a Local Plan covering the period 2026-31, however our school-based forecasts incorporate all consented housing whether that housing was allocated within a Local Plan or not.

On average 5,936 dwellings were built annually in the ten-year period up to 31st March 2013. This increased significantly to 6,958 dwellings per year in period 2013-23, with a step change in housing completions seen during the latter 5 year period (38,601 completion). A long-term yearly average of around 9,500 dwellings per year is anticipated for the period 2023-28.

We need to ensure we are planning for the education infrastructure required. How we plan to provide for new housing is outlined in the individual district/borough sections. It is important to note that additional demand for school places from proposed housing plans that do not yet have planning permission or form part of a Borough's adopted Local Plan are not incorporated within the forecasts presented in Figures 7c to 7h. It is equally important to recognise that while surplus places might exist in districts, these will not always be in the right place to support demand generated by new housing.

6.3 Forecast Pupils in Mainstream Primary/Secondary Schools

For Kent primary schools we have seen a steady rise in the overall number of pupils since 2009-10 to 2019-20, rising from 106,097 to 126,251. However, in 2020-21 the total primary roll saw a slight drop to 125,939, before increasing to 126,768 in 2021-22 and to 127,765 in 2022-23. The total pupil roll reduced slightly in 2023-24 to 127,446.

Figure 7c provides a breakdown of expected surplus or deficit capacity in Year R by district/borough across the ten-year period to 2032-33. The forecast indicates that there will be surplus places across the county for the Plan Period. However, in the individual district/borough sections we break down the expected surplus/deficit into smaller planning groups. This enables us to identify in more detail where and when provision may need to be added or removed at more local geography.

Figure 7c: School-based surplus/deficit capacity summary (Year R) if No Further Action is Taken

District	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-24 (F)	2033-34 capacity
Ashford	1,730	334	218	258	253	337	329	321	317	313	311	306	1,715
Canterbury	1,544	130	254	177	183	253	266	278	288	296	305	315	1,530
Dartford	1,755	131	144	147	85	126	132	126	122	119	118	116	1,755
Dover	1,362	312	268	238	200	236	230	226	224	223	222	220	1,332
Folkestone & Hythe	1,288	208	278	242	230	291	293	295	295	297	297	297	1,266
Gravesham	1,536	176	117	118	88	119	124	132	140	145	151	154	1,486
Maidstone	2,134	140	122	170	72	98	101	89	82	77	75	71	2,154
Sevenoaks	1,502	245	307	209	252	353	349	347	348	349	351	355	1,467
Swale	2,060	206	307	249	232	247	244	239	235	233	231	225	1,995
Thanet	1,635	251	227	285	264	321	324	322	319	322	324	325	1,620
Tonbridge & Malling	1,772	287	252	191	203	260	252	237	230	227	228	229	1,728
Tunbridge Wells	1,296	99	89	126	129	166	170	171	172	174	177	180	1,321
Kent	19,614	2,519	2,582	2,411	2,192	2,807	2,815	2,784	2,774	2,775	2,789	2,794	19,369

Source: Management Information, Children, Young People and Education, KCC

The overall number of pupils in Kent secondary schools has risen since 2014-15, from 77,931 pupils to 93,349 in 2023-24, an increase in excess of 19% over a nine-year period. This has been driven by larger Year 6 cohorts entering the secondary sector and demand generated by housing development. We anticipate that the Year 7 rolls will continue to increase during the Plan Period. This level of need for Year 7 places will require significant further investment in the secondary estate to maintain sufficiency of places and will continue to represent a major challenge to the Council and its commissioning partners in the years to come.

Figures 7d and 7e provide a breakdown of expected surplus or deficit capacity in Year 7 by non-selective and selective planning groups, across the 10-year period to 2033-33. Many districts/boroughs are showing a need for additional non-selective Year 7 places at some point in the forecast period. Within the selective sector we forecast (Figure 7e) a similar pattern of deficits of Year 7 places throughout the forecast period for the many of planning groups. In part this has been due to selective schools accepting over PAN for a number of years rather than cohorts growing significantly.

The need for additional places can in-part be managed through existing schools increasing the number of places offered on a temporary or permanent bases, but not all of the pressure can be managed this way, consequentially there will be a need for new schools or satellites of existing schools. The individual district/borough sections break down the expected surplus/deficit of places into smaller planning for both selective and non-selective.

Figure 7d: Non-selective school-based surplus/deficit capacity summary (Year 7) if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Ashford North	960	2	-62	18	-40	-49	-76	-81	64	-6	33	19	938
Canterbury City	710	47	16	10	-12	-69	-70	-67	-71	-56	-97	-108	680
Canterbury Coastal	618	-14	34	43	26	28	52	21	34	107	98	102	618
Tenterden and Cranbrook	360	73	73	58	42	36	31	25	40	24	22	27	360
Dartford and Swanley	1,320	7	4	71	76	15	-36	2	-6	30	24	-16	1,440
Dover	510	75	18	11	1	-15	3	26	40	51	48	25	420
Deal and Sandwich	435	47	27	34	33	13	16	15	56	41	37	26	425
Folkestone and Hythe	625	17	-30	-12	-4	-35	-24	12	-2	59	41	17	595
Faversham	210	26	9	23	14	-22	-14	-11	-29	-10	-30	-36	210
Gravesham and Longfield	1,370	-42	-36	-43	-64	-113	-117	-100	-88	-119	-114	-118	1,389
Maidstone District	1,620	-12	-107	-129	-151	-194	-254	-315	-264	-260	-210	-299	1,560
Malling	543	43	44	61	67	17	36	33	59	40	64	55	543
Romney Marsh	180	-14	-10	-8	13	9	-8	7	9	19	21	28	180
Sevenoaks and Borough Green	610	-25	-31	22	-15	11	5	13	16	59	11	32	630
Isle of Sheppey	390	71	39	34	34	28	34	22	30	54	74	70	330
Sittingbourne	810	-29	-64	-92	-72	-162	-123	-110	-133	-51	-50	-61	765
Thanet District	1,159	1	-16	-26	-29	-30	-14	-65	43	25	72	58	1,099
Tonbridge and Tunbridge Wells	1,584	64	116	154	63	92	55	34	124	104	81	109	1,612
Kent	14,014	337	24	228	-20	-439	-502	-540	-79	113	123	-70	13,794

Source: Management Information, Children, Young People and Education, KCC

Figure 7e: Selective school-based surplus/deficit capacity summary (Year 7) if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Ashford	420	-13	5	22	-6	-10	-21	-25	22	-9	4	-3	420
Canterbury and Faversham	645	-15	6	20	5	-47	-35	-36	-39	-2	-31	-37	645
North West Kent	720	-1	-10	-26	-45	-70	-80	-73	-68	-47	-40	-63	720
Dover District	440	-5	7	20	6	2	-2	8	31	37	29	6	440
Folkestone & Hythe District	360	-3	27	25	22	26	23	25	23	22	23	27	330
Gravesham and Longfield	420	-16	-23	-45	-50	-68	-70	-67	-66	-77	-75	-78	420
Sittingbourne and Sheppey	270	-9	20	18	24	-3	15	9	8	36	39	34	300
Thanet District	345	7	8	5	5	6	17	-4	26	23	34	36	345
Maidstone and Malling	815	6	37	27	20	-8	-25	-50	-24	-32	-14	-47	815
West Kent	1,270	-23	-33	19	-46	-20	-29	-12	37	61	51	71	1,264
Cranbrook	90	-1	20	23	18	8	10	9	7	9	0	0	90
Kent	5,795	-73	64	108	-46	-182	-198	-215	-42	22	20	-55	5,789

Source: Management Information, Children, Young People and Education, KCC

6.4 Travel to School Flows

Figures 7f and 7g outline the travel to school flows for selective and non-selective provision in Kent districts. There are big differences between both the scale of travel to school flows and the direction of flows between districts; for example, Sevenoaks has a net outflow of circa 3,500 pupils across the selective and non-selective sectors combined (excluding out of county pupils), whereas Maidstone has a net inflow of over 820 pupils. Dartford had the highest number of out of county pupils with over 1,500 traveling from adjacent boroughs. Tunbridge Wells has a high flow of pupils into the District particularly to access both non-selective denominational provision and selective provision. Tonbridge and Malling has high flows into and out of the District for both selective and non-selective provision.

Figure 7f: Travel to school flows for non-selective pupils (years 7-11) in Kent mainstream schools (Autumn 2023)

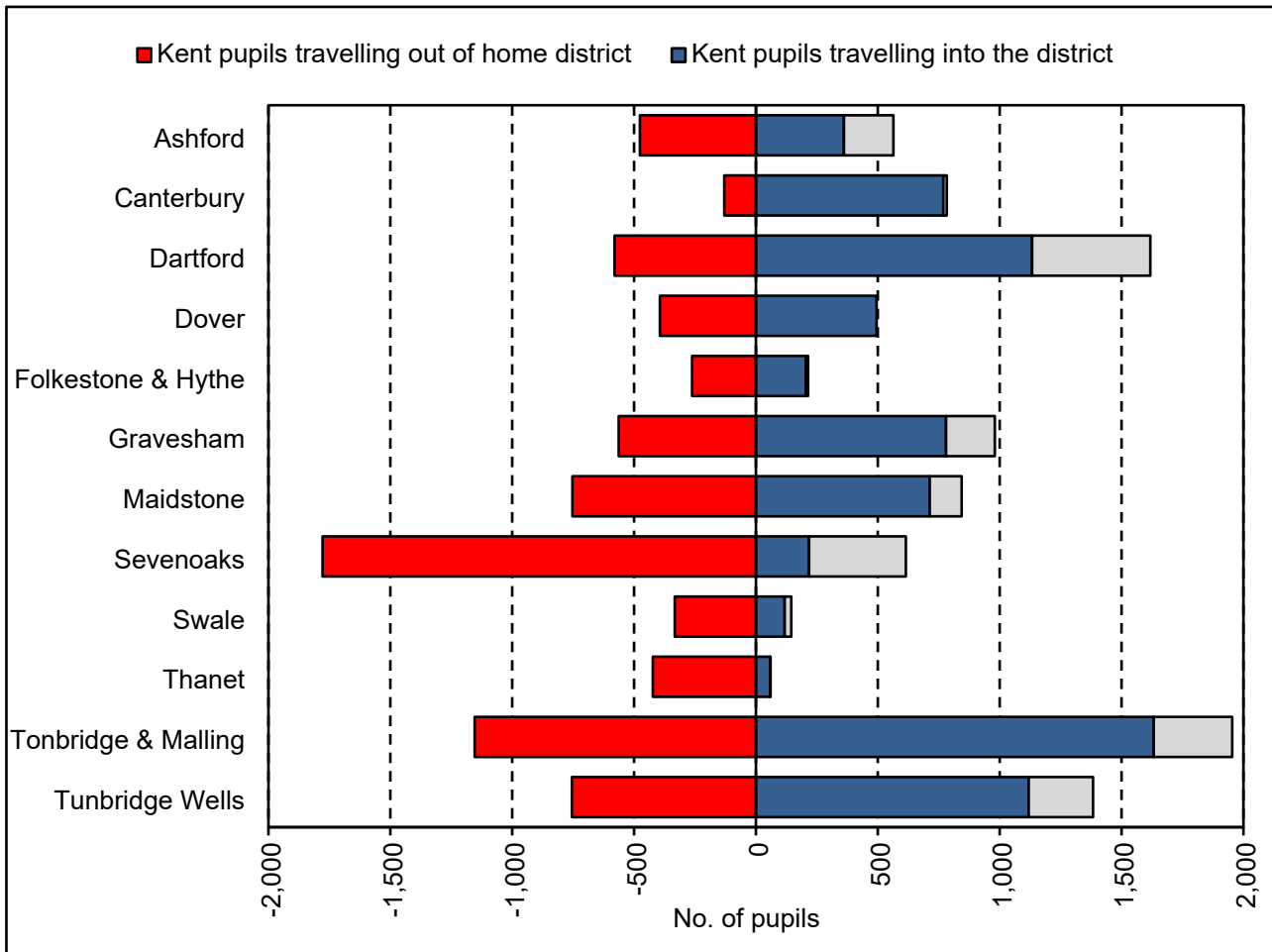
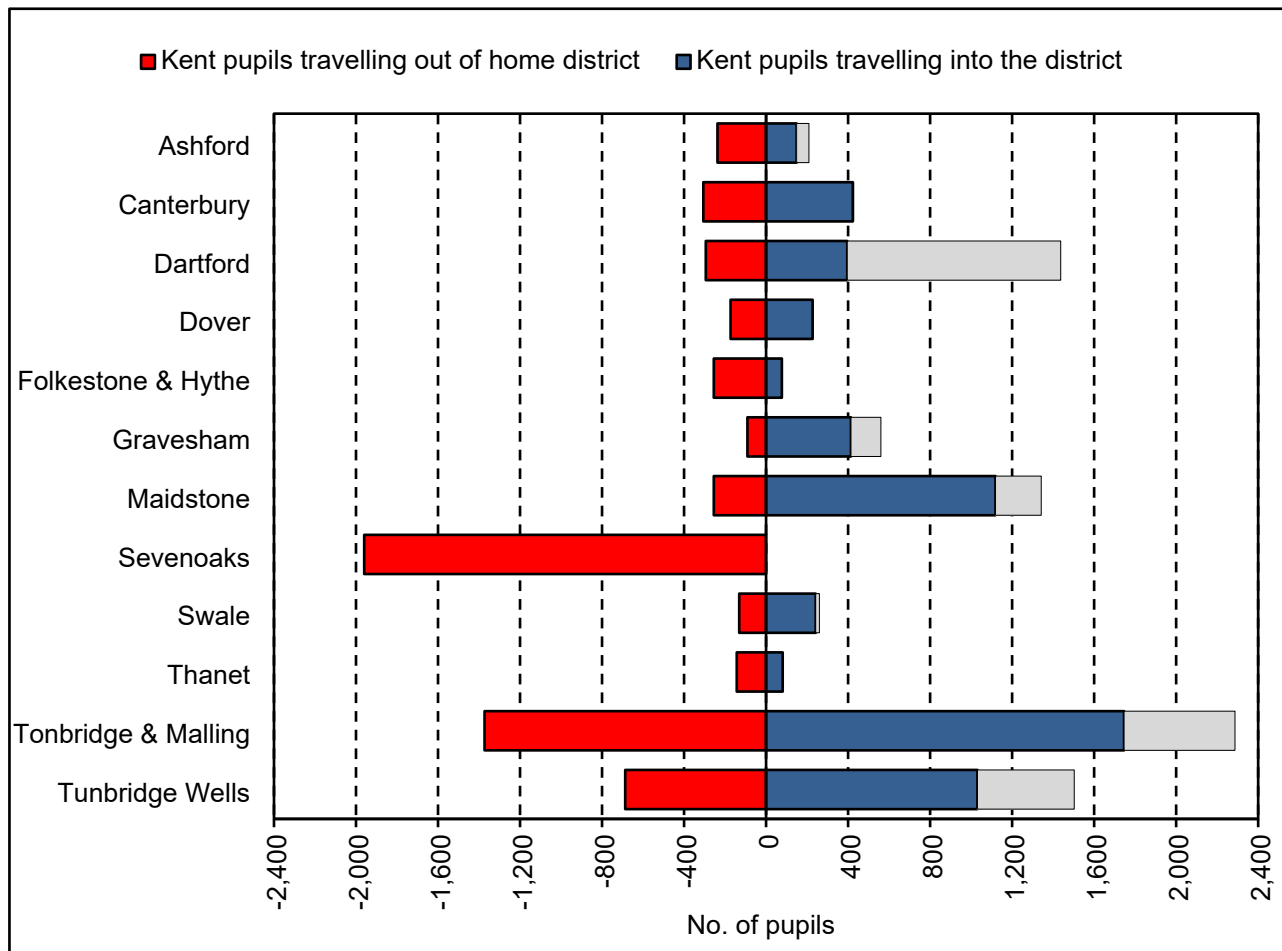


Figure 7g: Travel to school flows for selective grammar pupils (years 7-11) in Kent mainstream schools (Autumn 2023)



Source: Management Information, Children, Young People and Education, KCC

Notes:

- (1) Actual roll data 2023-24 - Schools Census, Autumn 2023
- (2) Data excludes Duke of York's Royal Military School, Dover
- (3) The Sevenoaks Annex of Weald of Kent Grammar School is treated as being located in Tonbridge & Malling
- (4) The Sevenoaks Annex of Tunbridge Wells Grammar School for Boys is treated as being located in Tunbridge Wells

6.5 Migration into Kent

Figure 7h sets out the net migration by pre-school, primary school and secondary school ages for 2021 and 2022. This table indicates a reduction in the annual inwards migration for the pre-school, but a notable increase in both primary and secondary migration.

Figure 7h: Pre-school (0-3 year olds), primary (4-10 year olds) and secondary aged (11-15 year olds) net migration year ending 30th June 2022

District	2021				2022			
	Kent districts*	London	Elsewhere	Total	Kent districts*	London	Elsewhere	Total
Pre-school	-19	1,593	-404	1,170	40	1,330	-349	1,020
Primary	124	2,188	-467	1,845	139	2,322	-373	2,088
Secondary	104	943	-172	875	31	1,152	-122	1,061

*Source: Office for National Statistics, Table IM2020-22

Note:

For the purposes of this analysis Kent districts include Medway UA

Across the County as a whole, any fluctuation in migration may only have a small proportional impact on pupil numbers. However, at a district/borough level the fluctuation from one year to the next can be significant requiring the LA to respond swiftly to ensure sufficient school places.

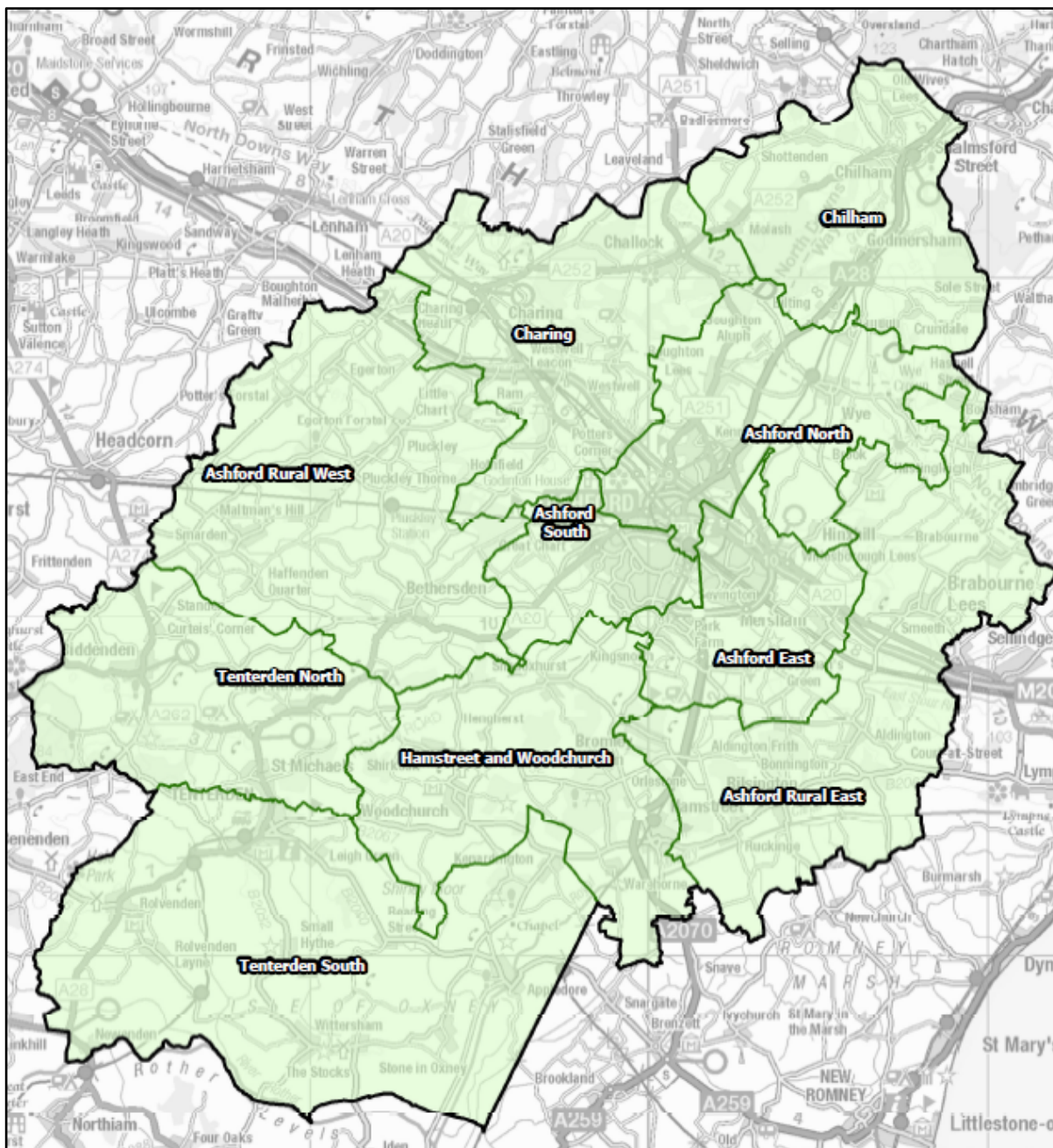
7. Commissioning Statutory School Provision by Districts

7.1. Ashford

Borough Commentary

- The birth rate in Ashford declined between 2016 and 2019, levelled out from 2020 to 2022, before dropping significantly in 2023. However, it remains above the County and National averages. The number of recorded births increased by 26 in 2022 before falling by 77 births in 2023.
- We forecast an increasing surplus of primary school places across the District throughout the Plan period, although there could be some localised pressures which may need to be addressed with localised solutions.
- Forecasts suggest a deficit of Year 7 places for September 2024 and then from 2026/27 for four years. We will work with existing schools to ensure that there are sufficient Year 7 places for all who require one.
- The Local Plan (up to 2030) was adopted in the first quarter of 2019. Within the Plan, the Borough Council have identified that up to 13,544 new homes could be delivered by 2030. This equates to an average of 1,129 new homes per annum. During the period 2013/14 to 2022/23 an average of 718 homes were completed per annum (Kent Analytics Statistical Bulletin April 2024).

Map of the Ashford Borough primary planning groups



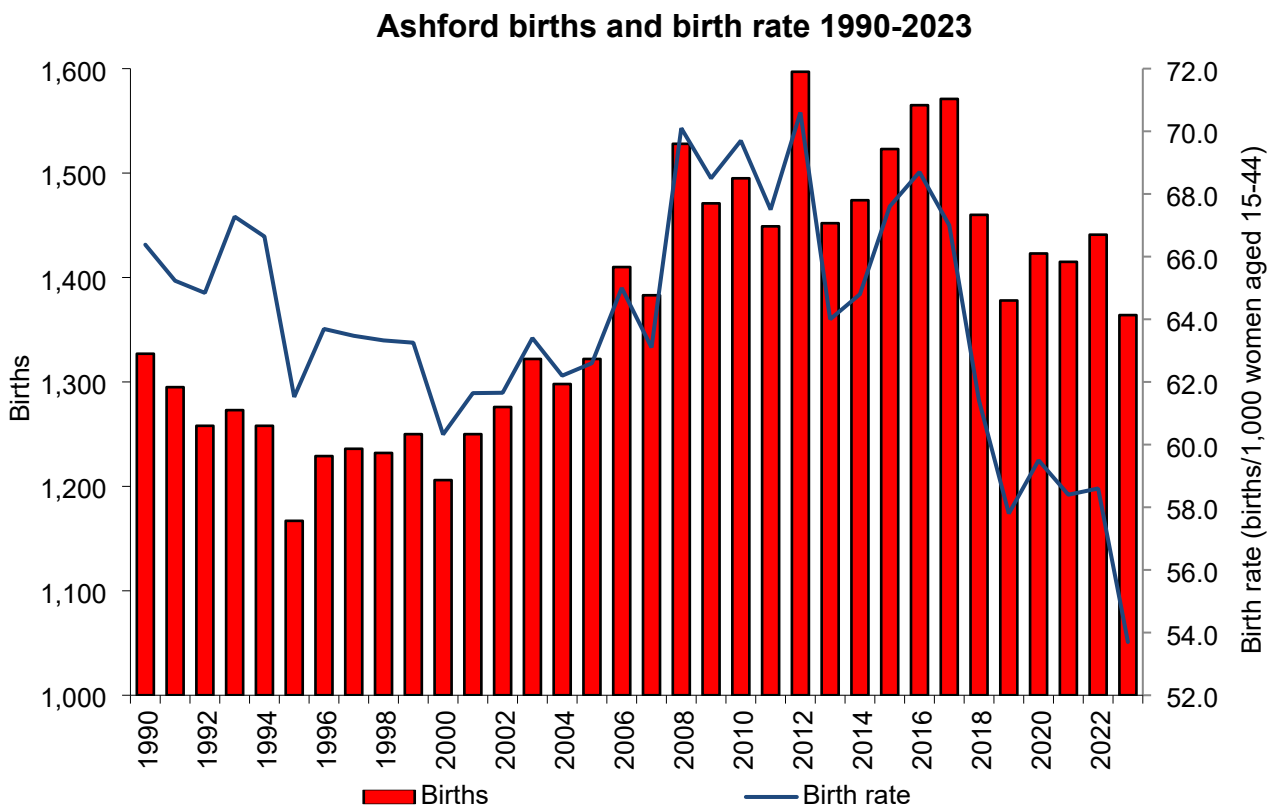
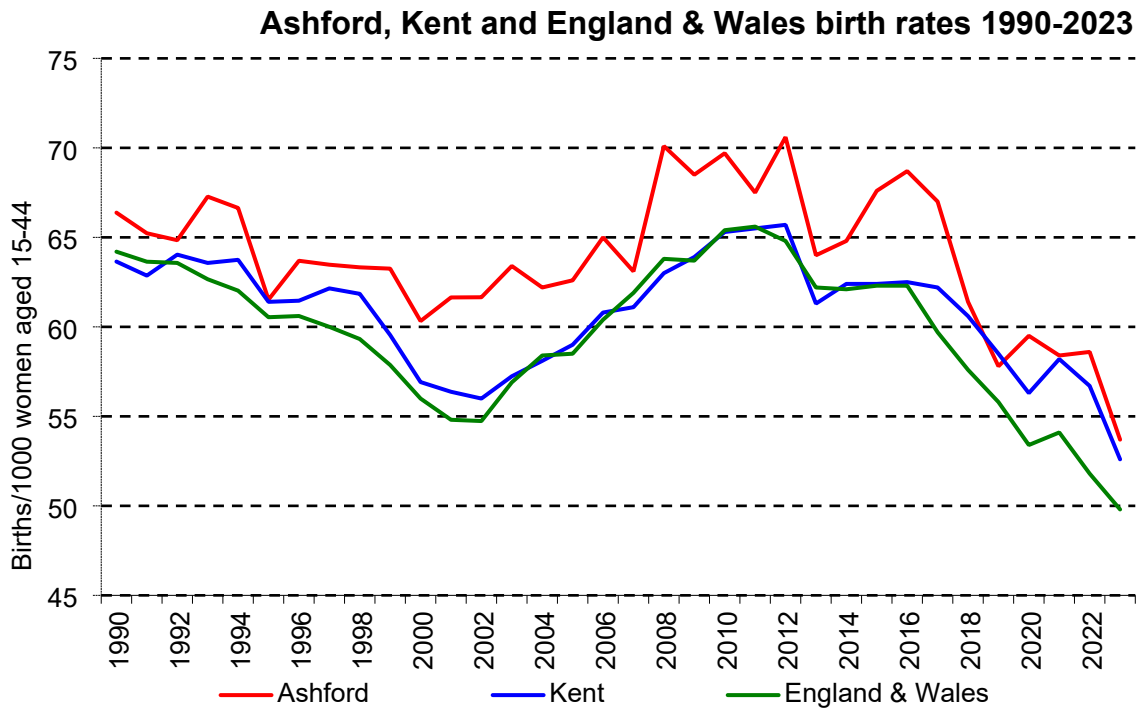
Ashford primary schools by planning group

Planning Groups	School	Status
Chilham	St. Mary's CE Primary School (Chilham)	Voluntary Controlled
Charing	Challock Primary School	Foundation
	Charing CE Primary School	Academy
Ashford North	Downs View Infant School	Community
	Goat Lees Primary School	Foundation
	Godinton Primary School	Academy
	Kennington CE Academy	Academy
	Lady Joanna Thornhill Endowed Primary School	Voluntary Controlled
	Phoenix Community Primary School	Foundation
	Repton Manor Primary School	Foundation
	St. Mary's CE Primary School (Ashford)	Voluntary Aided
	St. Teresa's RC Primary School	Academy

Planning Groups	School	Status
	Victoria Road Primary School	Community
Ashford Rural East	Aldington Primary School	Foundation
	Brabourne CE Primary School	Voluntary Controlled
	Brook Community Primary School	Foundation
	Smeeth Community Primary School	Foundation
Ashford East	East Stour Primary School	Academy
	Finberry Primary School	Academy
	Furley Park Primary Academy	Academy
	Kingsnorth CE Primary School	Academy
	Mersham Primary School	Foundation
	Willesborough Infant School	Community
	Willesborough Junior School	Foundation
Ashford South	Ashford Oaks Primary School	Community
	Beaver Green Primary School	Academy
	Chilmington Green Primary School	Free
	Great Chart Primary School	Community
	John Wallis CE Academy	Academy
	John Wesley CE and Methodist Primary School	Voluntary Aided
	St. Simon of England RC Primary School	Academy
Ashford Rural West	Bethersden School	Community
	Egerton CE Primary School	Voluntary Controlled
	Pluckley CE Primary School	Academy
	Smarden Primary School	Academy
Hamstreet and Woodchurch	Hamstreet Primary Academy	Academy
	Woodchurch CE Primary School	Voluntary Controlled
Tenterden North	High Halden CE Primary School	Voluntary Controlled
	John Mayne CE Primary School	Academy
	St. Michael's CE Primary School	Academy
Tenterden South	Rolvenden Primary School	Academy
	Tenterden CE Junior School	Academy
	Tenterden Infant School	Academy
	Wittersham CE Primary School	Voluntary Aided

Birth rate and births analysis

The charts below set out the birth rates for the Borough and the number of recorded births.



Ashford Forecasts

Primary - Year R surplus/deficit capacity if no further action is taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Chilham	15	2	5	6	4	6	6	6	6	6	6	6	15
Challock and Charing	50	-4	0	-5	1	-4	-6	-6	-6	-6	-6	-7	50
Ashford North	450	70	46	47	73	80	77	72	69	66	63	60	450
Ashford Rural East	80	22	21	18	12	21	21	21	21	21	21	21	80
Ashford East	420	108	42	90	50	74	72	69	66	63	61	58	420
Ashford South	390	69	70	77	76	121	122	122	123	123	124	124	390
Ashford Rural West	95	17	2	-4	-3	-3	-3	-3	-2	-1	0	1	80
Hamstreet and Woodchurch	71	15	14	12	12	17	15	14	13	13	12	12	71
Tenterden North	65	12	8	7	6	14	14	14	14	15	15	16	65
Tenterden South	94	23	9	11	23	12	12	13	13	14	15	16	94
Ashford	1,730	334	218	258	253	337	329	321	317	313	311	306	1,715

Page 501

Secondary - Forecast Year 7 surplus/deficit capacity if no further action is taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
NS - Ashford North	960	2	-62	18	-40	-49	-76	-81	64	-6	33	19	938
NS - Tenterden and Cranbrook	360	73	73	58	42	36	31	25	40	24	22	27	360
SG - Ashford	420	-13	5	22	-6	-10	-21	-25	22	-9	4	-3	420

Primary Borough Commentary

Across the Borough, we forecast a significant surplus of primary school places during the Plan period. In the short to medium term, we will collaborate with schools to manage the high levels of surplus primary school places to help maintain high quality, sustainable provision.

Charing and Challock Planning Group

Forecasts suggest a small deficit of primary school places throughout the Plan period. This is primarily due to Charing Church of England Primary School taking over their published admissions numbers in some year groups, which they are free to do as their own admissions authority. Additionally, the forecasts consider the impact of consented development in the planning group.

The expansion of Charing CE Primary School continues to be the strategic solution for additional primary school places. The expansion of the school will be driven by consented housing developments. The nutrient neutrality 'Stodmarsh' issue is impacting these developments being able to progress. Therefore, it is not expected that school places will be required until the end of the decade.

Ashford North Planning Group

Forecasts suggest surplus places from 2023/24 until the end of the decade. In the longer term, planned new developments north of the M20 between Kennington, Willesborough and Eureka Park will increase demand. To address the need for primary school places to support new housing in and around the planning group, the Local Plan makes provision for a new 2FE primary school to be incorporated into the 'Conningbrook Park' development. This development has only just started. The primary school land is expected during 2027 at the earliest. The school is likely to be required in the next decade.

Ashford East Planning Group

Although forecasts suggest a significant level of surplus places across the plan period, additional provision may be required to support housing development as this comes forward. This includes: Finberry, Waterbrook, New Town Works, Park Farm, Court Lodge, Pound Lane and Willesborough Lees.

The Local Plan makes provision for a new 2FE primary school to be incorporated into the 'Court Lodge' development area to meet the longer-term primary education needs driven by that development. We would not expect the new primary school to be available until the latter part of this decade.

Ashford South Planning Group

Forecasts suggest increasing surplus Year R places across the Plan period from 2027 onwards. The surplus capacity will reduce when delivery of consented houses within Chilmington Green increases.

Ashford Rural West Planning Group

Forecasts suggest a small deficit of places in this planning group from the 2025/26 academic year. This is due to an academy offering over their Published Admissions Number for several years, which they are free to do as their own admissions authority, and drawing pupils from further afield. The academy has ended this practice, thus we anticipate the forecast deficit not materialising.

Hamstreet and Woodchurch planning group

Developer contributions have been sought to enable Hamstreet Primary Academy to expand by 0.5FE when required to meet the need of new housing in the village. The position will be monitored.

Secondary Borough Commentary

There are three planning groups which are within Ashford Borough or which cross the Borough boundary (See appendix 13.2 for the non-selective and selective planning group maps). Two planning groups are non-selective (Ashford North, Tenterden and Cranbrook), one selective. The commentary below outlines the forecast position for each of the planning groups.

Ashford North Non-Selective Planning Group

There are five existing schools in the Ashford North non-selective planning group: John Wallis Church of England Academy, The North School, The Towers School and Sixth Form Centre, Wye School and Chilmington Green Secondary School (opened off-site in September 2023).

Forecasts suggest a deficit of Year 7 places for September 2024 and then from 2026/27 for four years. We will work with existing schools to ensure that there are sufficient Year 7 places for all who require one.

Tenterden and Cranbrook Non-Selective Planning Group

The opening of Chilmington Green Secondary School and the addition of temporary places in existing Ashford and Tunbridge Wells schools has changed the flow of pupils in this planning group following the closure of High Weald Academy by the DfE and ensured sufficient places are available.

Ashford Selective Planning Group

There are two selective schools in the Borough: Highworth Grammar School and The Norton Knatchbull Grammar School. Forecasts suggest that there will be a small deficit of places throughout, but we anticipate that this could be managed within the existing schools

Planned Commissioning – Ashford

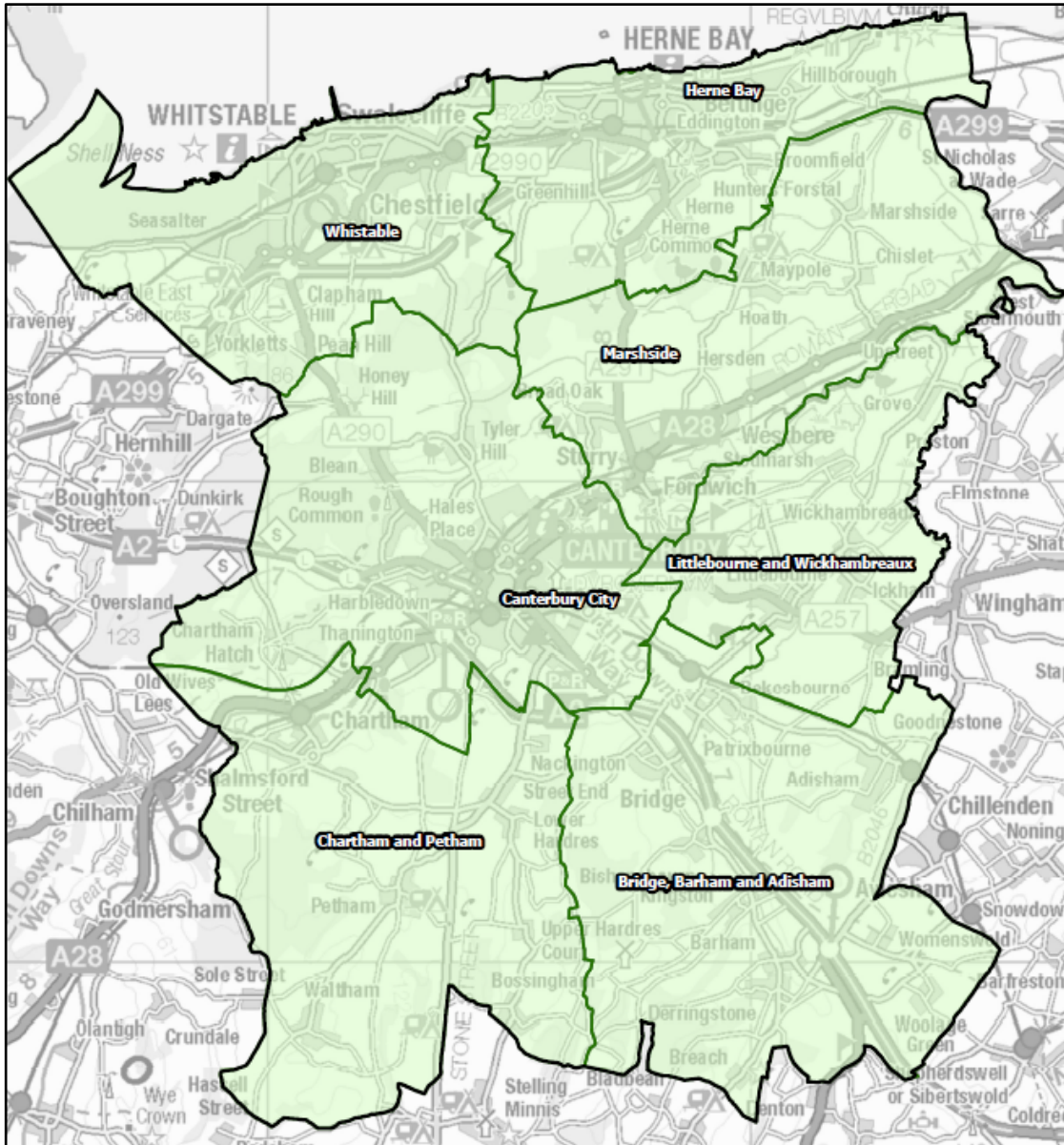
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Ashford East					2FE of new provision at Court Lodge	
Ashford North					2FE New provision at Conningbrook Park	
Charing				0.3FE Charing CEPS		
Hamstreet and Woodchurch					0.5FE Hamstreet Primary Academy	
Ashford South						2FE of new provision at Chilmington Green
Ashford North Non-Selective	Additional 2FE (60 places) Chilmington Green					2FE Expansion of Chilmington Green

7.2. Canterbury

District commentary

- The Canterbury district birth rate differs to Kent and the national picture as it is significantly lower, reflecting the large student population. The birth rate has had a downward trend since the 1990s. However, following a sharp fall in 2020, Canterbury's birth rate and the number of births rose again in 2021, before falling back slightly in 2022 and 2023.
- We forecast surplus primary school places across the District throughout the forecast period, however there are significant differences in the planning groups. Localised pressures are shown in a number of the canterbury planning groups whilst there is spare capacity in the coastal planning groups.
- Within the secondary sector, we forecast pressures on capacity for non-selective in Canterbury City planning group but capacity in the Canterbury Coastal planning group. For selective places there is surplus capacity until 2027/28 after this date a pressure on places is forecast.
- Canterbury City Council's current Local Plan, adopted on 13 July 2017, proposed a total of just over 16,000 new homes during the Plan period up to 2031. This equates to an average of 925 dwellings per annum. During the 2013/14 to 2022/23 a total of 4627 houses were completed (NET) with an average of 463 per year.
- Canterbury City Council (CCC) is in the process of preparing a new Local Plan for the district which will set out the blueprint for development up to 2040. Following previous consultations in 2020, 2021 and 2022, CCC consulted on a revised Regulation 18 draft Local Plan in Spring 2024. CCC is currently reviewing the representations received to the consultation and will be preparing a Regulation 19 Local Plan for consultation in 2025, before the plan is examined by an inspector and a final decision is made.

Map of the Canterbury Primary Planning Groups



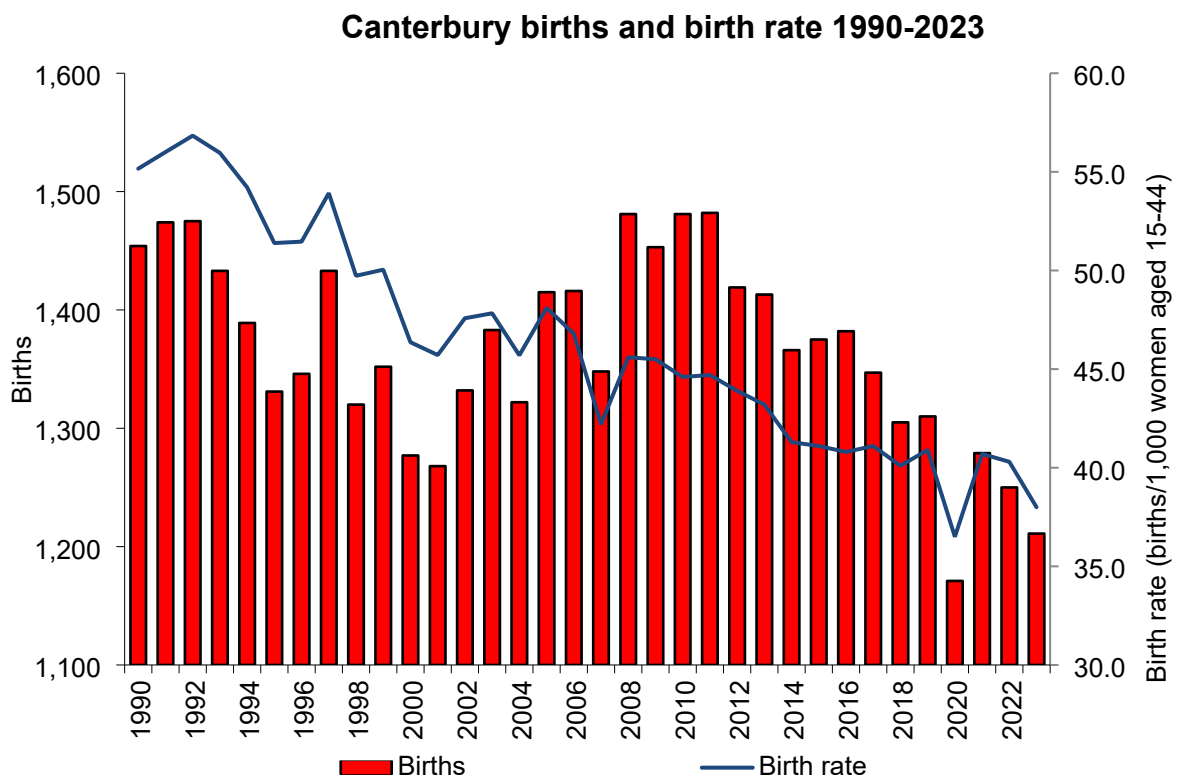
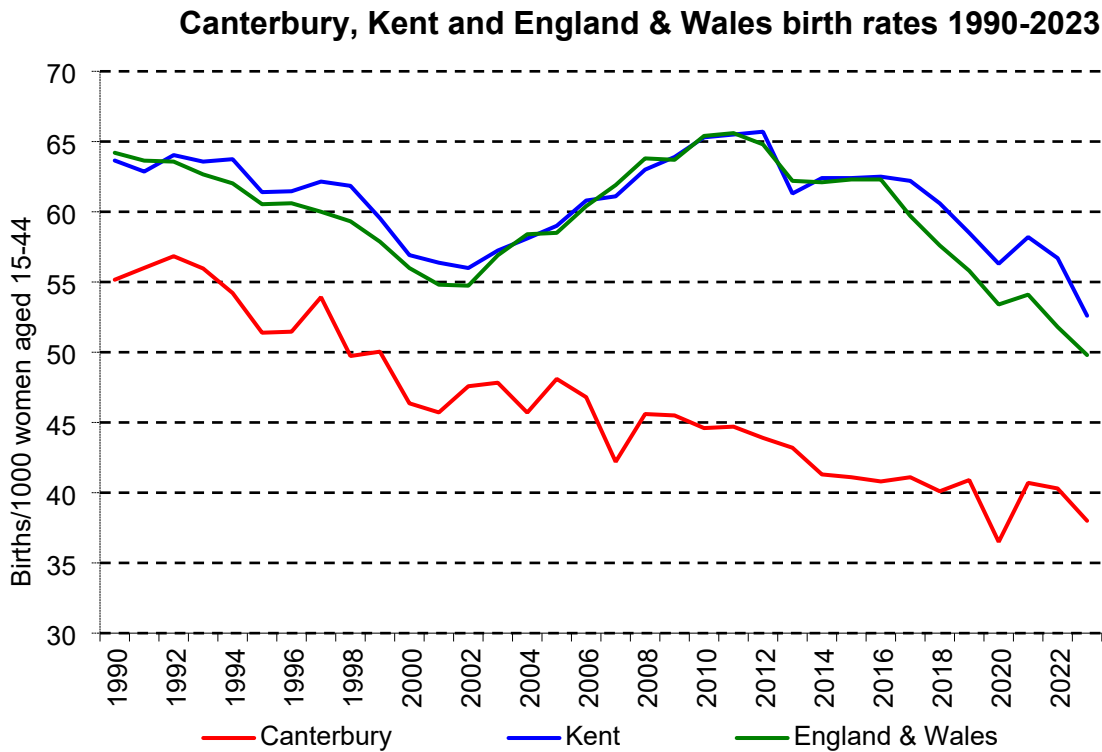
Canterbury Primary Schools by Planning Group

Planning Group	School	Status
Canterbury City	Blean Primary School	Community
	Canterbury Primary School	Academy
	Parkside Community Primary School	Foundation
	Pilgrims' Way Primary School	Academy
	St. John's CE Primary School (Canterbury)	Voluntary Controlled
	St. Peter's Methodist Primary School (Canterbury)	Voluntary Controlled
	St. Stephen's Infant School	Academy
	St. Stephen's Junior School	Academy
	St. Thomas' RC Primary School (Canterbury)	Voluntary Aided
	Wincheap Foundation Primary School	Foundation
Marshside	Chislet CE Primary School	Voluntary Controlled
	Water Meadows Primary School	Academy
	Hoath Primary School	Community
	Sturry CE Primary School	Academy
Bridge, Barham and Adisham	Adisham CE Primary School	Academy

Planning Group	School	Status
	Barham CE Primary School	Voluntary Controlled
	Bridge and Patixbourne CE Primary School	Voluntary Controlled
Littlebourne and Wickhambreaux	Littlebourne CE Primary School	Voluntary Controlled
	Wickhambreaux CE Primary School	Voluntary Controlled
Chartham and Petham	Chartham Primary School	Academy
	Petham Primary School	Academy
Whitstable	Joy Lane Primary School	Foundation
	St. Alphege CE Infant School	Voluntary Controlled
	St. Mary's RC Primary School (Whitstable)	Academy
	Swalecliffe Community Primary School	Foundation
	Westmeads Community Infant School	Community
	Whitstable and Seasalter Endowed CE Junior School	Voluntary Aided
	Whitstable Junior School	Foundation
Herne Bay	Thornden Wood Primary School	Academy
	Hampton Primary School	Academy
	Herne Bay Infant School	Community
	Herne Bay Junior School	Foundation
	Herne CE Infant School	Voluntary Controlled
	Herne CE Junior School	Voluntary Aided
	Reculver CE Primary School	Academy

Birth Rate and Birth Analysis

The charts below set out the birth rates for the district and the number of recorded births.



Canterbury Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Canterbury City	465	22	46	20	21	35	44	55	68	84	104	125	480
Marshside	119	0	14	22	7	4	5	5	4	3	1	-1	120
Bridge, Barham and Adisham	105	3	2	-9	-5	-9	-11	-13	-15	-17	-19	-22	105
Littlebourne and Wickhambreaux	30	0	-3	-4	-2	-5	-6	-6	-6	-7	-8	-8	30
Chartham and Petham	75	6	16	17	9	16	17	18	18	18	18	17	75
Whitstable	360	77	115	76	94	123	126	129	129	129	128	126	330
Peveleville	390	22	65	56	60	90	91	90	89	85	82	77	390
Canterbury	1,544	130	254	177	183	253	266	278	288	296	305	315	1,530

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Canterbury City Non-Selective	710	47	16	10	-12	-69	-70	-67	-71	-56	-97	-108	680
Canterbury Coastal Non-Selective	618	-14	34	43	26	28	52	21	34	107	98	102	618
Canterbury and Faversham Selective	645	-15	6	20	5	-47	-35	-36	-39	-2	-31	-37	645

Primary District Commentary

Forecasts indicate that across Canterbury district there will be surplus capacity for Year R places. The surplus for Year R fluctuates throughout the forecast period from 177 (5.9FE) surplus for 2025/26 to 278 (9.2FE) for 2029/30 with significant variations across the different Planning Groups.

The lower rate of housebuilding combined with the decline in birth rate has resulted in surplus primary places, particularly in Herne Bay and Whitstable. Pressures in Bridge, Barham and Adisham and Littlebourne and Wickhambreaux Planning Groups are offset by surplus capacity in Canterbury City, Marshside and Chartham and Petham Planning Groups will help to realign historical travel patterns of pupils travelling out of Canterbury to attend a village school.

Canterbury City Planning Group

Forecasts indicate a surplus of places in the planning group of between 0.6FE for Year R in 2025/26 increasing to 1.8FE in 2029/30. However, the first phase (1FE) of a new 2FE primary school in Thanington will be established to serve the new housing development of 750 homes in the planning group. This phased approach will prevent overcapacity in the planning area and help to realign historical travel patterns.

Marshside Planning Group

Forecasts indicate a decreasing surplus of capacity from 0.7FE in 2025/26 to 0.1FE in 2029/30. Later in the forecast period, dependent on the order in which housing are built, we will expand Water Meadows Primary Academy by a form of entry or establish the first phase of a new 2FE primary school in Sturry/Broad Oak to serve the housing development in this planning group.

Littlebourne and Wickhambreaux Planning Group and Bridge, Barham and Adisham

Forecasts indicate that there will be a slight growing pressure for Year R places within the planning groups. This is due to the significant number of families who traditionally travel into the planning groups for places. Later in the forecast period, dependent on new housing being brought forward in the planning group a 0.5FE expansion of Littlebourne Primary School will be commissioned.

Whitstable Planning Group

Forecasts indicate a growing surplus of Year R places from 2.5FE in 2025/26 to 4.3FE in 2029/30. Discussions will take place with schools in the planning group on managing this surplus to ensure schools remain viable.

Herne Bay Planning Group

Forecasts indicate a surplus capacity of between 1.8FE in 2025/26 to 3FE in 2029/30 for Year R places. If new housing developments are delivered in line with the Local Plan, additional capacity will need to be provided later in the plan period. Dependent on the order in which developments are built out, this could be delivered through a 1FE expansion of Thornden Wood Primary School or the phased establishment of a new 2FE primary school on the Hillborough development.

Secondary District Commentary

There are three planning groups within Canterbury district, or which cross the Borough boundary (See appendix 13.2 for the non-selective and selective planning group maps). Two planning groups are non-selective (Canterbury City and Canterbury Coastal), one selective. The commentary below outlines the forecast position for each of the planning groups.

Canterbury City Non-Selective Planning Group

There are four schools in the Canterbury City non-selective planning group: Archbishop's School, Barton Manor, Canterbury Academy, and St Anselm's Catholic School.

Forecasts indicate a pressure of -0.4FE from 2026/27 which increases to -2.2FE in 2029/30. The historical trend of students travelling from the Coastal planning group to Canterbury city schools places pressures on the Canterbury City planning group. The surplus capacity in the Coastal planning group will help offset the pressures in Canterbury city schools and will realign students to the coastal schools near to where they live. Any additional pressures within Canterbury City planning group will be met by temporary or permanent expansions.

Canterbury Coastal Non-Selective Planning Group

There are three schools in the Canterbury Coastal non-selective planning group: The Whitstable School, Herne Bay High School and Spires Academy.

Year 7 forecasts indicate a fluctuating surplus places of between 43 places (1.43FE) in 2025/26 to 21 (0.7FE) places in 2029/30. The historical trend of students travelling from the coast to Canterbury city is starting to change and the surplus capacity in the coastal schools will help offset the pressures in Canterbury City planning group.

Canterbury and Faversham Selective Planning Group

There are four schools in the Canterbury and Faversham selective planning group: Barton Court Grammar School, Simon Langton Girl's Grammar School, Simon Langton Grammar School for Boys and Queen Elizabeth's Grammar School.

Forecasts indicate a surplus of places in the planning group until 2027. From 2027/28 there is a pressure forecast in the planning group of between -1.2FE and 1.5FE for Year 7 places across the Plan period. Feasibilities will be undertaken at Simon Langton Girls School to expand the school.

Planned Commissioning - Canterbury

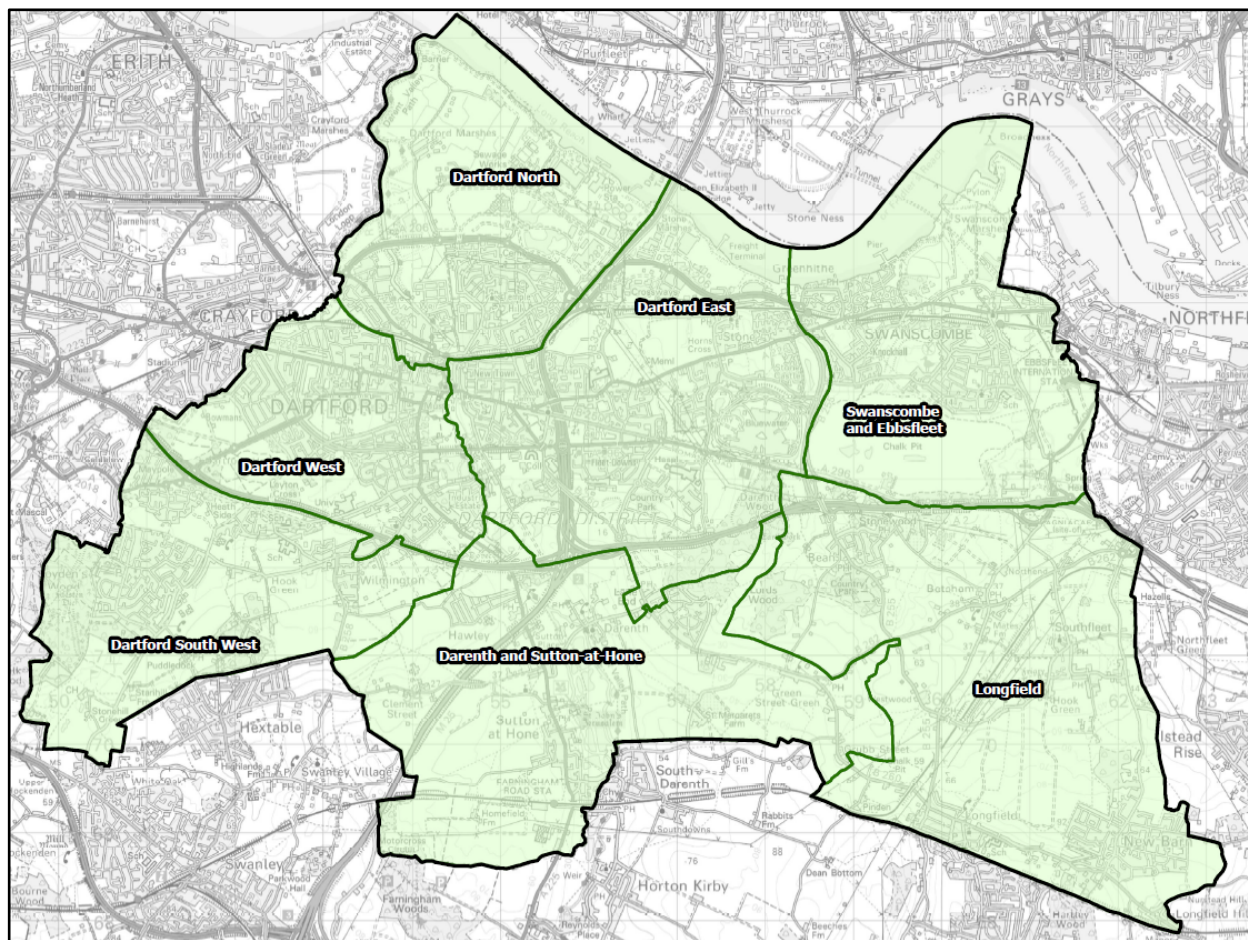
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Canterbury City		1FE of a new Primary School in Thanington				2 nd FE of Thanington Primary School
Marshside					1FE expansion of Water Meadows or 1 st 1FE of new provision in Sturry/ Broad Oak	
Herne Bay					1FE expansion of Thornden Wood PS or 1FE new provision in Herne Bay	
Canterbury City Non- Selective			Up to 1FE temporary places	Up to 1 FE temporary places	Up to 1.5FE temporary places	
Canterbury and Faversham Selective			1FE expansion of Simon Langton Girls School			
Special School		New 120 place Special School on the coast				
Alternative Provision		Proposed Key stage 3 expansion of The Rosewood School				

7.3. Dartford

Borough Summary

- The Dartford birth rate continues to fall, although it remains significantly higher than the Kent and National averages.
- Primary forecasts indicate surpluses of around 5 FE in the first year of the Plan period. The surplus drops slightly for September 2026, but increases and remains steady to about 4FE over the remainder of the Plan period.
- For much of the Plan period in the Dartford and Swanley Non-Selective planning group, there is a small surplus. This turns into a deficit of 1FE in September 2028, before returning to a small surplus a year later. The Gravesham and Longfield Non-Selective planning group shows 1.5FE deficit from the outset. The deficit increases year on year, peaking at nearly 4FE for September 2028. The deficit remains high for the remainder of the plan period, ranging from 3FE to 4FE. It then remains at that level of deficit for the duration of the Plan period.
- Selective demand in the North West Kent Selective Planning Group is under pressure throughout the whole Plan period, with the deficit peaking at 2.5FE for September 2028. It then remains at 1.5FE - 2.5FE for the duration of the Plan period. The Gravesham and Longfield Selective Planning Group forecasts shows a similar level of deficit, at about 2.5FE for September 2028. Any options for creating additional selective capacity will be extremely challenging and KCC may only be able to ensure that the Local Authority statutory duty to provide sufficient secondary places, of any type, is met.
- Dartford Borough Council (DBC) and the Ebbsfleet Development Corporation (EDC) had estimated that up to 2026, approximately 17,300 new homes would be built. The build trajectory to achieve that had slipped due to covid but is now moving apace.
- More recently, the EDC has said that 15,000 new homes will be built in their area of responsibility alone. Not all of this new housing has been consented and so it will not appear in the forecasts. KCC is working in collaboration with DBC and EDC to ensure that sufficient places are available to accommodate the children from the new housing, even if it does not feature in the forecasts.

Map of the Dartford Primary Planning Groups



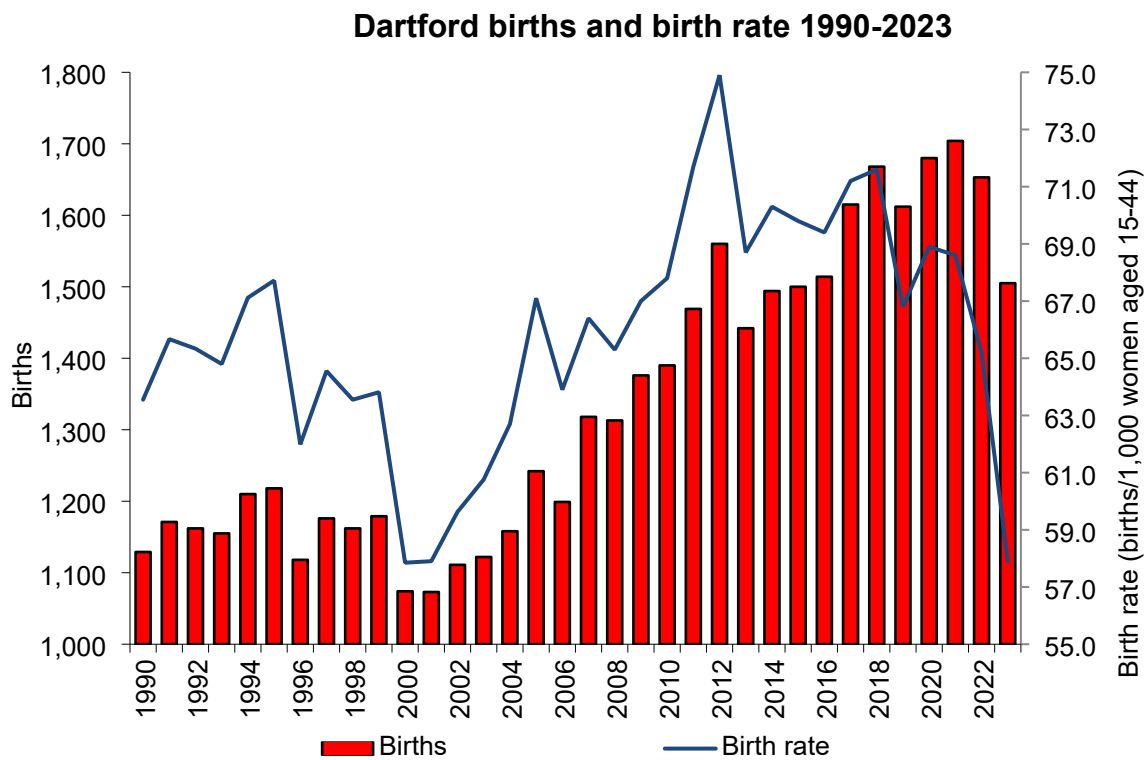
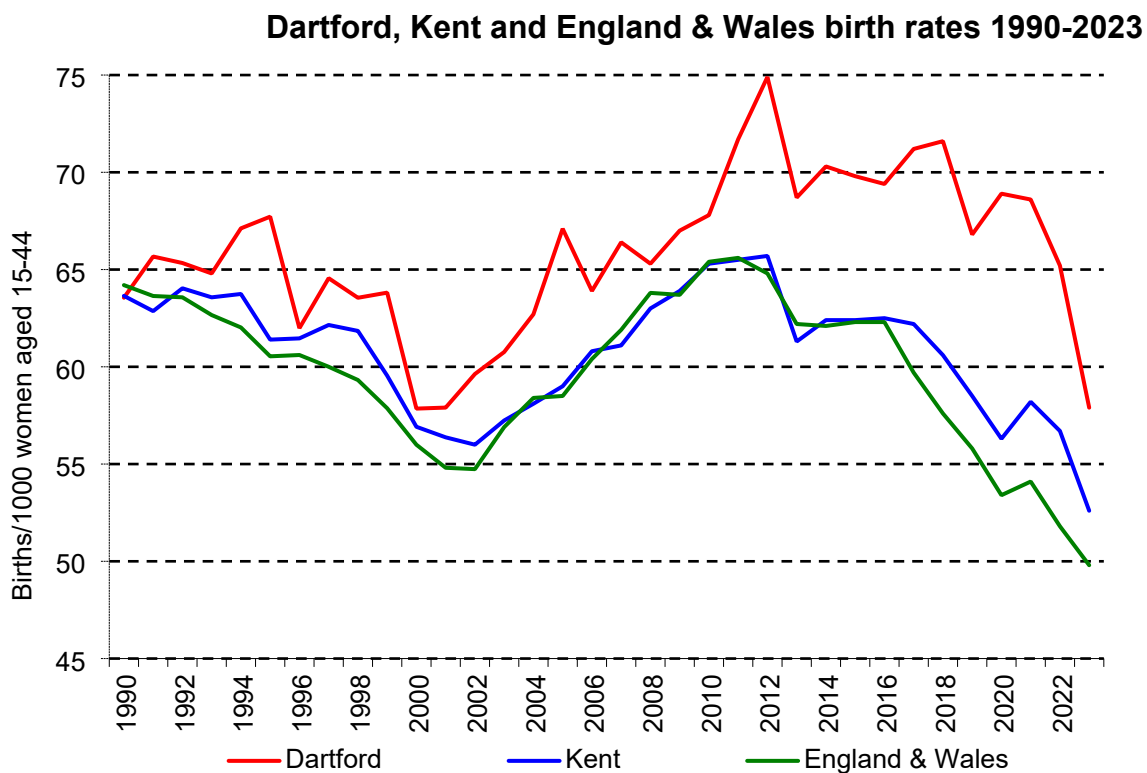
Dartford Primary Schools by Planning Group

	School	Status
Dartford North	Dartford Bridge Community Primary School	Academy
	Holy Trinity CE Primary School (Dartford)	Voluntary Aided
	River Mill Primary School	Free
	St. Anselm's RC Primary School	Academy
	Temple Hill Primary Academy	Academy
Dartford West	Oakfield Primary Academy	Academy
	Our Lady's RC Primary School	Voluntary Aided
	Wentworth Primary School	Academy
	West Hill Primary Academy	Academy
	Westgate Primary School	Academy
Dartford East	Brent Primary School	Academy
	Leigh Academy Dartford	Academy
	Fleethdown Primary School	Academy
	Gateway Primary Academy	Academy
	Stone St. Mary's CE Primary School	Academy
Dartford South West	Joyden's Wood Infant School	Academy
	Joyden's Wood Junior School	Academy
	Maypole Primary School	Academy
	Wilmington Primary School	Academy
Darenth and Sutton-at-Hone	Greenlands Primary School	Academy
	Sutton-at-Hone CE Primary School	Academy

	School	Status
Swanscombe and Ebbsfleet	Leigh Academy Cherry Orchard	Academy
	Craylands School	Community
	Ebbsfleet Green Primary School	Free
	Knockhall Primary School	Academy
	Manor Community Primary School	Academy
Longfield	Bean Primary School	Community
	Langafel CE Primary School	Voluntary Controlled
	Sedley's CE Primary School	Academy

Birth Rate Analysis

The charts below set out the birth rates for the Borough and the number of recorded births.



Dartford Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Dartford North	330	21	55	52	47	66	60	52	44	37	30	23	330
Dartford West	315	7	14	35	-1	20	25	28	31	34	37	39	315
Dartford East	390	10	2	10	-12	1	3	3	3	3	4	5	390
Dartford South West	180	17	23	19	25	47	49	51	53	54	57	59	180
Darenth and Sutton-at-Hone	90	15	18	13	18	20	22	23	24	25	27	28	90
Swanscombe and Ebbsfleet	360	50	28	12	-1	-38	-40	-45	-49	-54	-58	-62	360
Longfield	90	11	4	5	9	10	13	15	17	20	22	24	90
Dartford	1,755	131	144	147	85	126	132	126	122	119	118	116	1,755

Page 517

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Dartford and Swanley Non-Selective	1,320	7	4	71	76	15	-36	2	-6	30	24	-16	1,440
Gravesham and Longfield Non-Selective	1,370	-42	-36	-43	-64	-113	-117	-100	-88	-119	-114	-118	1,389
Gravesham and Longfield Selective	420	-16	-23	-45	-50	-68	-70	-67	-66	-77	-75	-78	420
North West Kent Selective	720	-1	-10	-26	-45	-70	-80	-73	-68	-47	-40	-63	720

Primary District commentary

Forecasts, for the Borough as a whole, indicate about 5FE surplus for the first three years of the Plan period for Year R. This surplus starts to reduce below 4FE from 2026 and continues over succeeding years. Forecasted demand comes from the Dartford East planning group and the Swanscombe and Ebbsfleet planning group.

In addition to the forecast need identified above, plans for further housing across the district will increase the need for school places. Over and above the current planned housing numbers, Dartford Borough Council have a new local plan that describes an additional 7000 units. Housing growth could be exacerbated further by an expansion of the Elizabeth Line from Abbey Wood to Ebbsfleet, which has been proposed by London Local Authorities.

Swanscombe and Ebbsfleet Planning Group

This planning area is significantly impacted by the Ebbsfleet Garden City development area. A new primary school was established on the Ebbsfleet Green development in 2020-21 which opened with 1FE. The increased demand for year R places due to the pace of housebuilding has necessitated that it be expanded to its capacity of 2FE ahead of the projected timeline.

Due to much higher pupil to new housing ratios, the demand has been such in the planning group that we have decided to commission additional Year R places at Ebbsfleet Green Primary School. The school offered bulge years for 2024 and for 2025. KCC are working with the school to investigate the potential to make this a permanent expansion.

As the Garden City development progresses, a new 2FE primary provision will be provided at the Alkerden all-through school, opening with at least 1FE from September 2026.

In the longer term, should housing be delivered at expected rates, two further new primary schools (Ashmere and Ebbsfleet Central) will be required in addition to the establishment of the primary provision at Alkerden. When added to the additional FE at Ebbsfleet Green, this will provide a total of 7FE of new primary provision across the Plan period.

Secondary District Commentary

There are two non-selective and two selective planning groups that cover Dartford Borough or which cross the district boundary. See appendix 13.2 for the secondary planning group maps.

Dartford and Swanley Non-Selective Planning Group

There are seven schools in the Dartford and Swanley non-selective planning group: Dartford Science and Technology College, Ebbsfleet Academy, Inspiration Academy, Leigh Academy, Orchards Academy, Stone Lodge School and Wilmington Academy. All the schools are in Dartford Borough, except for Orchards Academy which is in Sevenoaks District.

Demand is manageable without any intervention for the next two years, but provision falls into deficit from 2028 by 1FE. This demand fluctuates for the remainder of the Plan period.

To manage the demand that will be derived from the additional housebuilding, the new secondary provision at the Alkerden all-through school, will be expanded to its full capacity of 8FE, as and when required. The pupil forecasts in this section only include the 4FE that will be commissioned when the school opens (in temporary accommodation, scheduled for one year) in 2025.

Also included in the forecasts, is the 2FE that KCC have commissioned at the Leigh Academy.

Gravesham and Longfield Non-Selective Planning Group

There are seven schools in the Gravesham and Longfield non-selective planning group: Longfield Academy, Meopham School, Northfleet Technology College, Northfleet School for Girls, Thamesview School, Saint George's CE School and Saint John's Catholic Comprehensive School.

The planning group is in deficit for the duration of the Plan period. The deficit is 1.5FE for September 2025, but that deficit increases every year to peak at 4FE for 2028. After 2028, the deficit is forecast to be relatively steady but fluctuates between 3FE and 4FE for the remainder of the Plan period.

For 2025, KCC has recently commissioned an additional 1FE at Northfleet Technology College, which has been included in the forecasts.

By 2027, another 3FE of provision will be required. KCC will work with the schools in the planning group to see whether any would be capable of accommodating additional capacity, whilst acknowledging that any work to expand a school will be very expensive and logistically challenging. The alternative is to look at provision in adjacent planning groups, or cross boundary.

Longer term, KCC will need to consider new secondary provision depending on the publication of the Gravesham Local Plan. KCC will monitor the forecasts as the new Gravesham Local Plan becomes clear. During the local plan consultation, KCC notified GBC that there is a deficit and so any new housing needs to come with land for a new, non-selective secondary school.

North West Kent Selective Planning Group

There are four schools in the North West Kent selective planning group: Wilmington Grammar School for Girls, Wilmington Grammar School for Boys, Dartford Grammar School and Dartford Grammar School for Girls.

Forecasted demand for selective places in the North West Kent Selective Planning Group indicates that the planning group will now be in deficit for the duration of the Plan period.

For 2025, the deficit is forecast to be 1FE and will likely be manageable within existing provision. The deficit then increases to 2.5FE for 2027. The deficit continues to increase to around 2.5FE every year.

All four Grammar schools have been assessed for whether an expansion is possible. The two schools in Wilmington would be very challenging to expand, due to local traffic concerns. In Dartford, the two schools are on extremely constrained ground. However, KCC is working with the boys grammar school to see whether a small expansion is possible. A project that would provide 0.5FE has been identified and feasibility work is underway.

In addition, KCC has worked with Dartford Grammar School to amend their admission criteria so that the school offers more places to students who are Kent residents. This had the effect of providing up to 40 more year 7 places to students who are Kent residents, from September 2025, without any physical changes to the buildings.

Nevertheless, there remain small pockets of Dartford where obtaining a Grammar school place is challenging due to the home to school distance being too far. KCC may only be able to ensure that the Local Authority statutory duty to provide sufficient places, of any type, is met.

As stated in previous iterations of the KCP, if additional Grammar School places are to be provided, the only feasible option is to look holistically at selective provision across the wider

North Kent area. The most efficient use of resources would be to introduce new satellite provisions, similar to those introduced in Sevenoaks. This is because current Government legislation prohibits the introduction of new selective schools.

However, options to do this would be logistically challenging. The key constraints would be identifying both boys and girls Grammar Schools willing to operate a satellite provision on a shared site, identifying land to accommodate the provisions, obtaining DfE approval and obtaining the requisite capital funding. An estimate of cost can be made by looking at the cost of a new 6FE school. This would indicate a cost of more than £35m for a 3FE boys, and a 3FE girls, Grammar satellite, plus the capital cost of obtaining at least four hectares of land. Any smaller than 3FE and the satellite becomes financially unviable for the host school to manage.

KCC will pursue every avenue to try and identify a solution that provides the selective provision required. This provision is included in the planning matrix at the end of this section, but it needs to be borne in mind that this entry is predicated on whether such a provision is actually even attainable.

Gravesham and Longfield Selective Planning Group

There are two schools in the Gravesham and Longfield selective planning group: Gravesend Grammar School and the Mayfield Grammar School.

The planning group is in deficit for the whole of the planning period. For September 2025, the deficit is 1.5FE. This deficit increases to 2FE - 2.5FE for the duration of the Plan period.

Following expansions to both Mayfield Grammar School and Gravesend Grammar School, both Gravesham Grammar Schools are at their capacity and cannot be expanded further. Therefore, this demand will need to be managed across Borough boundaries or by expansion to existing schools by using satellites.

If additional Grammar School places are to be provided, the only feasible option is to look holistically at selective provision across the wider North Kent. The most efficient use of resources would be to introduce new satellite provisions, similar to those introduced in Sevenoaks. This is because current Government legislation prohibits the introduction of new selective schools.

However, options to do this would be logistically challenging. The key constraints would be identifying both boys and girls Grammar Schools willing to operate a satellite provision on a shared site, identifying land to accommodate the provisions, obtaining DfE approval and obtaining the requisite capital funding. An estimate of cost can be made by looking at the cost of a new 6FE school. This would indicate a cost of more than £35m for a 3FE boys, and a 3FE girls, Grammar satellite, plus the capital cost of obtaining at least four hectares of land. Any smaller than 3FE and the satellite becomes financially unviable for the host school to manage.

Due to the constraints around providing further selective provision, KCC will seek to ensure that there is sufficient capacity, even if that provision is non-selective.

Special Educational Needs

Demand for special school places for all categories remains high. KCC needed to commission a new 250 place special school for Profound Severe and Complex Needs.

The old Birchwood Primary School site on Russell Way in Swanley has been identified as suitable, and a bid was subsequently submitted for a new Special School through KCC's Safety Valve submission. The bid for DfE funding was successful, and it is anticipated the new school will be opened by September 2027 (originally anticipated for 2026). A provider has been chosen by the DfE through open competition during this year, with the successful trust being the Leigh

Academies Trust. Given the nature of Special Schools and the distances that students travel to receive an appropriate education, the provision will be designed to cater for students in the whole North Kent area.

The new all through school at Alkerden will provide 15 primary Specialist Resource Provision places and 25 secondary places.

Planned Commissioning - Dartford

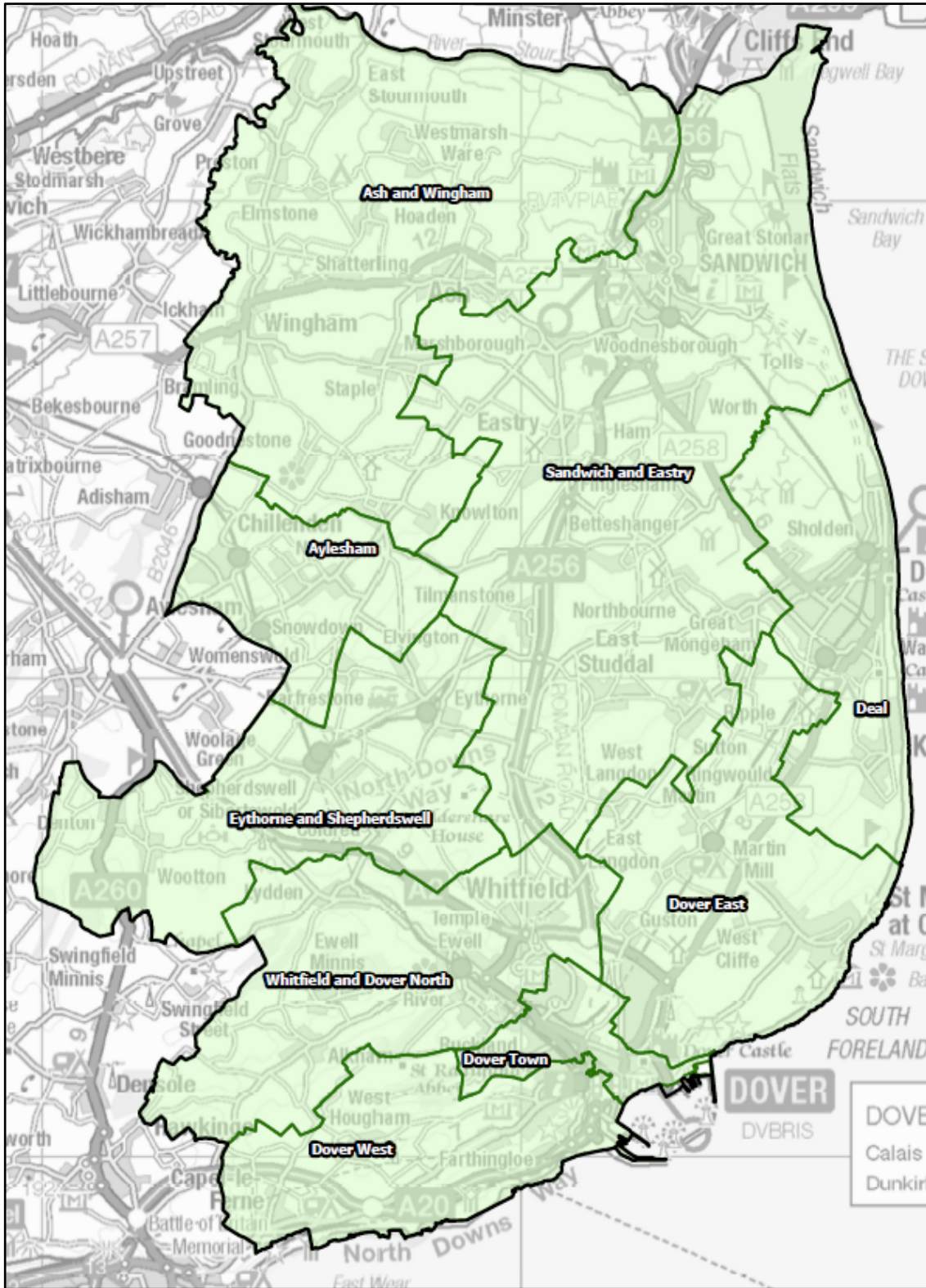
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Swanscombe and Ebbsfleet	30 places at Ebbsfleet Green PS	1 FE new provision at Alkerden 1 FE new provision at Ebbsfleet Green PS	1FE provision at Ebbsfleet Central 1FE expansion at Alkerden	1FE provision at Ebbsfleet Central	2FE provision at Ashmere	
Dartford and Swanley Non-Selective Planning Group			2FE expansion at Alkerden	2FE expansion at Alkerden		
Gravesham and Longfield Non-Selective			3FE Permanent expansion			
North West Kent Selective And Gravesham and Longfield Selective				6FE selective permanent provisions		
Specialist Resourced Provisions		15 place primary SRP at Alkerden 25 place secondary SRP at Alkerden				
Special School		1 x New 250 place special school for PSCN covering all of North Kent				

7.4. Dover

District commentary

- The Dover District birth rate has been on a downwards trend since a high point in 2012. The rate had a small one year rise in 2022, before continuing to fall sharply in 2023. The rate for Dover is above the National average but dipped below the Kent average in 2023. The number of births in Dover have followed a similar trend.
- We forecast sufficient primary school places across the District throughout the Plan period, although there will be some localised pressures associated with house building which may need to be addressed.
- Across the District, there will be sufficient Secondary school places throughout the Plan period. House building will mean provision will need to increase in some locations in the medium to long term.
- Dover District Council's new Local Plan for the period 2020-2040 has been submitted. We continue to work with Dover District Council Officers to consider the impact on the need for additional school places, particularly in the longer term.

Map of the Dover primary planning groups

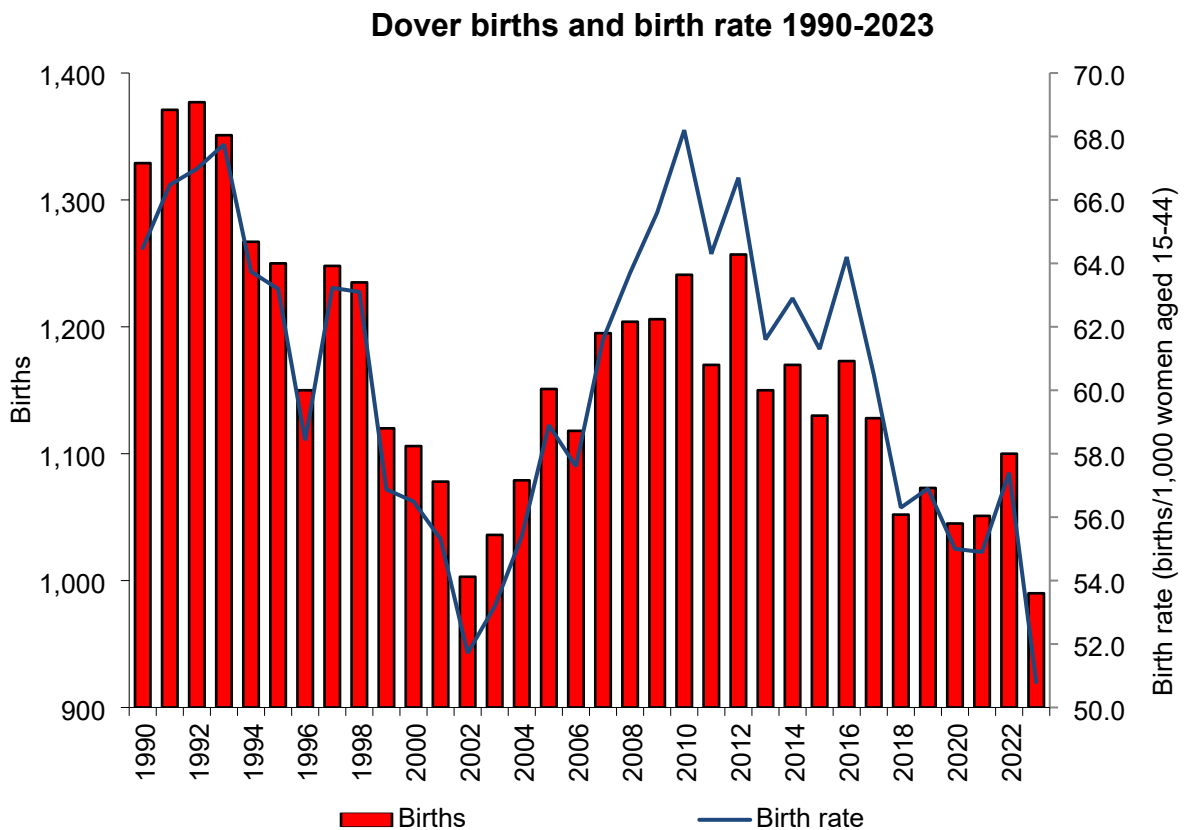
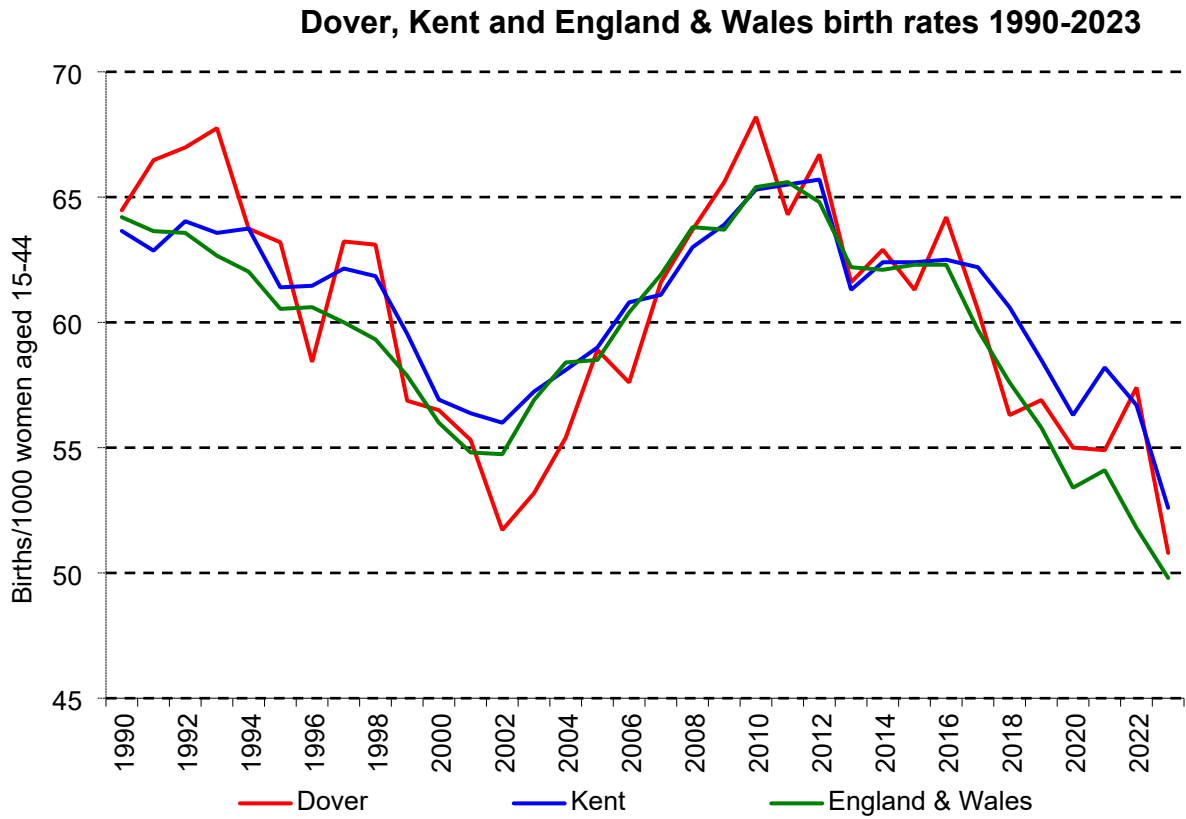


Dover primary schools by planning group

Planning Group	School	Status
Dover Town	Barton Junior School	Academy
	Charlton CE Primary School	Academy
	Green Park Community Primary School	Community
	Shatterlocks Infant School	Academy
	St. Mary's CE Primary School (Dover)	Voluntary Aided
	St. Richard's RC Primary School	Academy
	White Cliffs Primary College for the Arts	Academy
Whitfield and Dover North	Lydden Primary School	Community
	River Primary School	Community
	Temple Ewell CE Primary School	Academy
	Whitfield Aspen School	Community
Dover West	Aycliffe Community Primary School	Community
	Capel-le-Ferne Primary School	Community
	Priory Fields School	Academy
	St. Martin's School (Dover)	Academy
	Vale View Primary School	Academy
Dover East	Guston CE Primary School	Voluntary Controlled
	Langdon Primary School	Community
	St. Margaret's-at-Cliffe Primary School	Community
Deal	Deal Parochial CE Primary School	Academy
	Downs CE Primary School	Academy
	Hornbeam Primary School	Academy
	Kingsdown and Ringwould CE Primary School	Academy
	Sandown School	Academy
	Sholden CE Primary School	Academy
	St. Mary's RC Primary School (Deal)	Academy
	Warden House Primary School	Academy
Sandwich and Eastry	Eastry CE Primary School	Voluntary Controlled
	Northbourne CE Primary School	Academy
	Sandwich Infant School	Academy
	Sandwich Junior School	Community
	Worth Primary School	Academy
Ash and Wingham	Ash Cartwright and Kelsey CE Primary School	Voluntary Aided
	Goodnestone CE Primary School	Voluntary Controlled
	Preston Primary School	Community
	Wingham Primary School	Community
Aylesham	Aylesham Primary School	Community
	Nonington CE Primary School	Voluntary Controlled
	St. Joseph's RC Primary School (Aylesham)	Academy
Eythorne and Shepherdswell	Eythorne Elvington Community Primary School	Community
	Sibertswold CE Primary School	Voluntary Controlled

Birth rate and birth analysis

The charts below set out the birth rates for the District and the number of recorded births.



Dover District Forecast

Primary - Year R surplus/deficit capacity if no further action is taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Dover Town	270	85	50	48	46	48	47	48	48	49	50	50	240
Whitfield and Dover North	182	3	28	29	2	4	3	2	2	2	2	2	182
Dover West	170	48	46	58	52	53	53	52	52	52	51	51	170
Dover East	67	19	10	1	5	10	10	10	10	10	9	9	67
Deal	315	79	60	53	65	73	75	77	79	82	85	87	315
Sandwich and Easry	116	25	29	31	14	19	19	19	20	21	22	23	116
Ash and Wingham	90	5	6	5	8	5	4	3	3	2	1	0	90
Aylesham	102	39	20	5	1	10	5	0	-4	-9	-13	-17	102
Eythorne and Shepherdswell	50	9	19	9	7	15	14	14	14	14	14	14	50
Dover	1,362	312	268	238	200	236	230	226	224	223	222	220	1,332

Page 526

Secondary - Year 7 surplus/deficit capacity if no further action is taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Dover Non-Selective	510	75	18	11	1	-15	3	26	40	51	48	25	420
Deal and Sandwich Non-Selective	435	47	27	34	33	13	16	15	56	41	37	26	425
Dover District Selective	440	-5	7	20	6	2	-2	8	31	37	29	6	440

Primary District Commentary

Across the district, we forecast a significant surplus of Primary school places during the Plan period. In the short to medium term, we will collaborate with schools to manage the high levels of surplus Primary school places to help maintain high quality, sustainable provision.

Whitfield and Dover North Planning Group

We forecast a small surplus of Year R places from 2026/27 through to the end of the Plan period.

Much of this planning group comprises the area designated as the Whitfield Urban Expansion (WUE). The WUE has outlined planning consent for 5,750 new homes to be delivered over the next 20 years. To provide sufficient primary school places, the provision of three 2FE Primary schools were included within the Master Plan. The expansion of Whitfield Aspen, on to a satellite site at Richmond Way, currently provides for 1FE of additional mainstream provision. Plans are in place to add an additional block of classrooms to enable expansion to 2FE, when required, to meet local demand.

It has been around 13 years since the WUE masterplan was adopted. In that time, the DfE has reviewed the pupil yield data which suggests that a higher number of primary aged pupils will come from new housing in Dover than KCC previously expected. Additionally, we have been informed that a further 600 dwellings could be added to the Masterplan. If that is the case, additional primary school places would be required.

Dover East Planning Group

Surplus Year R places are forecast throughout the Plan period. If school places are required to support consented development, this will be via the expansion of Guston Church of England Primary School to 1FE.

Sandwich and Eastry Planning Group

Surplus Year R places are forecast throughout the Plan period. However, consented and allocated developments in Sandwich, and the neighbouring villages of Eastry and Ash, account for over 1,000 new homes. Should housing come forward as identified in the Local Plan, up to 1FE of provision in Sandwich may be required.

Ash and Wingham Planning Group

Current forecasts are showing a surplus of Year R places which reduces across the Plan period. Developer contributions have been agreed, which will support the expansion of primary school places should this be required.

Aylesham Planning Group

The deficit of Year R places forecast in the previous two iterations of this plan was due to an influx of young families moving into Aylesham, which led to an expected high forecast demand for primary school places. The demand did not materialise. The demand for Year R places in the latest forecasts suggests 0.5FE of places will be required at the end of the Plan period.

Developer contributions are secured to support the expansion of provision in the planning group as and when required. We will continue to monitor pupil numbers closely and collaborate with the schools in the planning group to ensure that sufficient primary school provision is available, as required.

Secondary District Commentary

There are three secondary planning groups within Dover District (See appendix 13.2 for the non-selective and selective planning group maps). Two planning groups are non-selective (Dover, Deal and Sandwich) and one selective. The commentary below outlines the forecast position for each of the planning groups.

Dover Non-Selective Planning Group

There are three Schools in the Dover non-selective planning group: Astor College of the Arts, Dover Christ Church Academy and St. Edmunds RC School. The Whitfield Urban Expansion will, over time, increase the pressure on local secondary schools. When additional places are required, it is expected this will be via the expansion of Dover Christ Church Academy as the local school. The small deficit of Year 7 places forecast for the 2027/28 academic year will be managed within existing schools.

Deal and Sandwich Non-Selective Planning Group

There are two Schools in the Deal and Sandwich non-selective planning group: Goodwin Academy and Sandwich Technology School. Forecasts suggest sufficient Year 7 places throughout the Plan period. Consented and proposed developments in Sandwich, and the neighbouring villages of Eastry and Ash, account for over 1,000 new homes. Additional land is being secured through the local plan process to support additional secondary school places at Sandwich Technical College as and when required.

Dover Selective Planning Group

Three schools provide selective provision: Dover Boys Grammar, Dover Girls Grammar and Sir Roger Manwood's Grammar. There is forecast to be sufficient places in this sector through out the forecast period, with the exception of the 2028-29 academic year (-2 places). Any significant increase in house building will change this situation.

Planned Commissioning - Dover

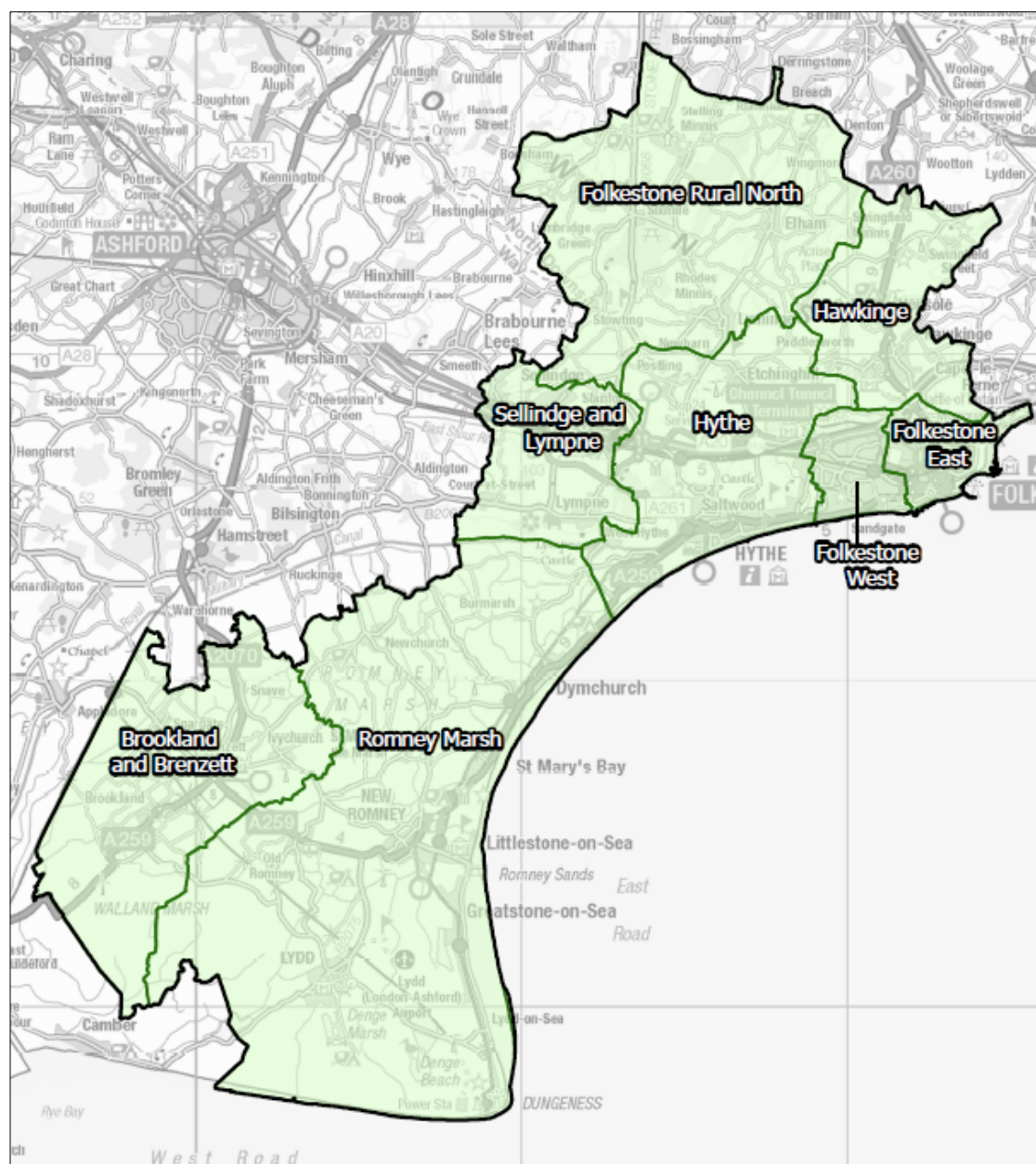
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Whitfield and North Dover					Expansion of Whitfield Aspen by 1FE	New 2FE primary school in Whitfield
Dover East					0.3FE expansion of Guston CE Primary School	
Aylesham					up to 0.5FE expansion of existing provision	
Sandwich and Eastry						1FE Sandwich planning group
Dover Non-selective						2FE at Dover Christ Church academy

7.5. Folkestone and Hythe

District commentary

- The birth rate in Folkestone and Hythe continued to fall in 2023 and it dropped below the County average but is comparable to the National rate. The number of recorded births has also fallen, with just 898 births recorded in 2023.
- We forecast around 23% of primary school places will be surplus across the District throughout the Plan period.
- Within the secondary sector, we forecast a small deficit of non-selective secondary school places in both Folkestone and Hythe and Romney Marsh at different points.
- The adopted Core Strategy (2022) sets out a long-term vision for the District from 2019/20 to 2036/37. The indicative housing trajectory in the Core Strategy suggests that 13,407 new dwellings could be delivered in the period 2019/20 to 2036/37, with Otterpool Park accounting for 5,593 of these dwellings. This would be an average of 745 per annum. During the period 2013/14 to 2022/23, an average of 390 homes were completed per annum (Kent Analytics Statistical Bulletin April 2024).
- Plans for the Garden Village at Otterpool Park continue to progress. The level of development would require significant educational infrastructure across not only primary and secondary phases, but also Early Years and specialist provision. We continue to work with the District Council and the promoter of the site to identify how and when new provision will be required.

Map of the Folkestone and Hythe primary planning groups



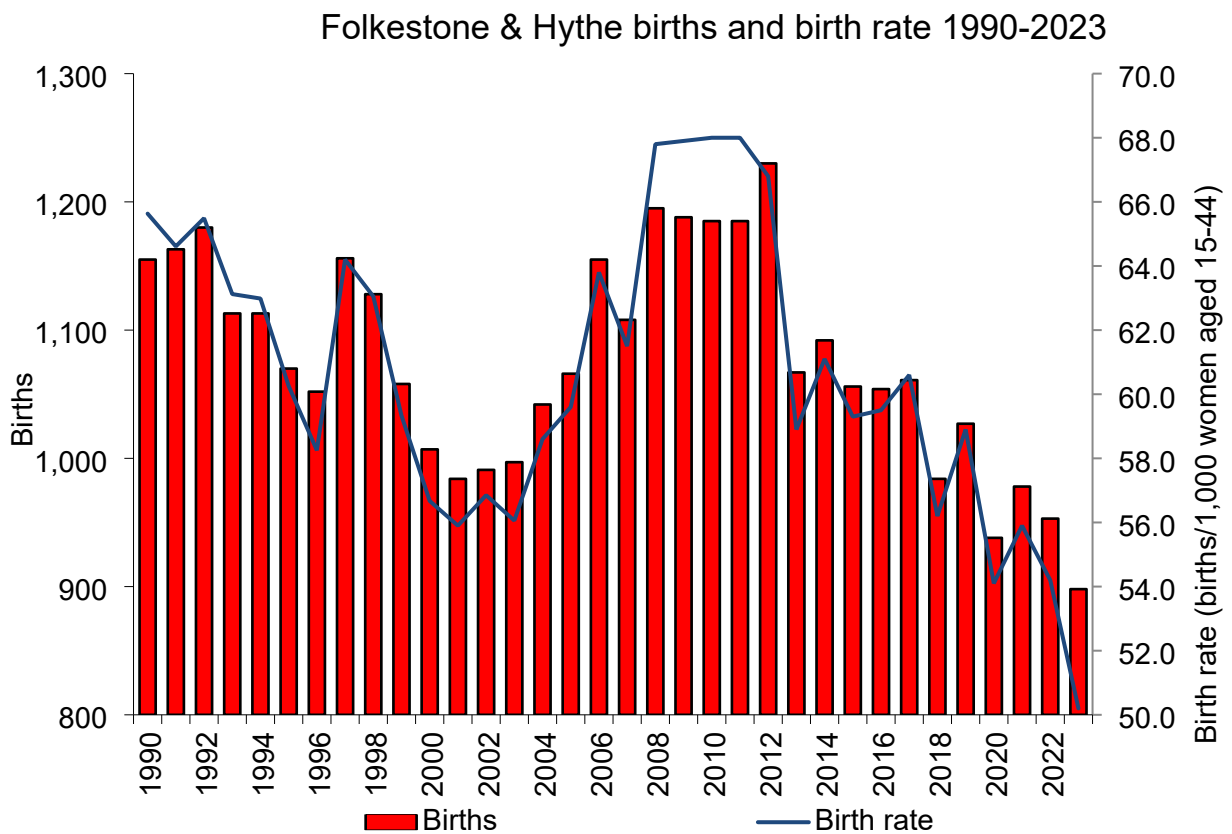
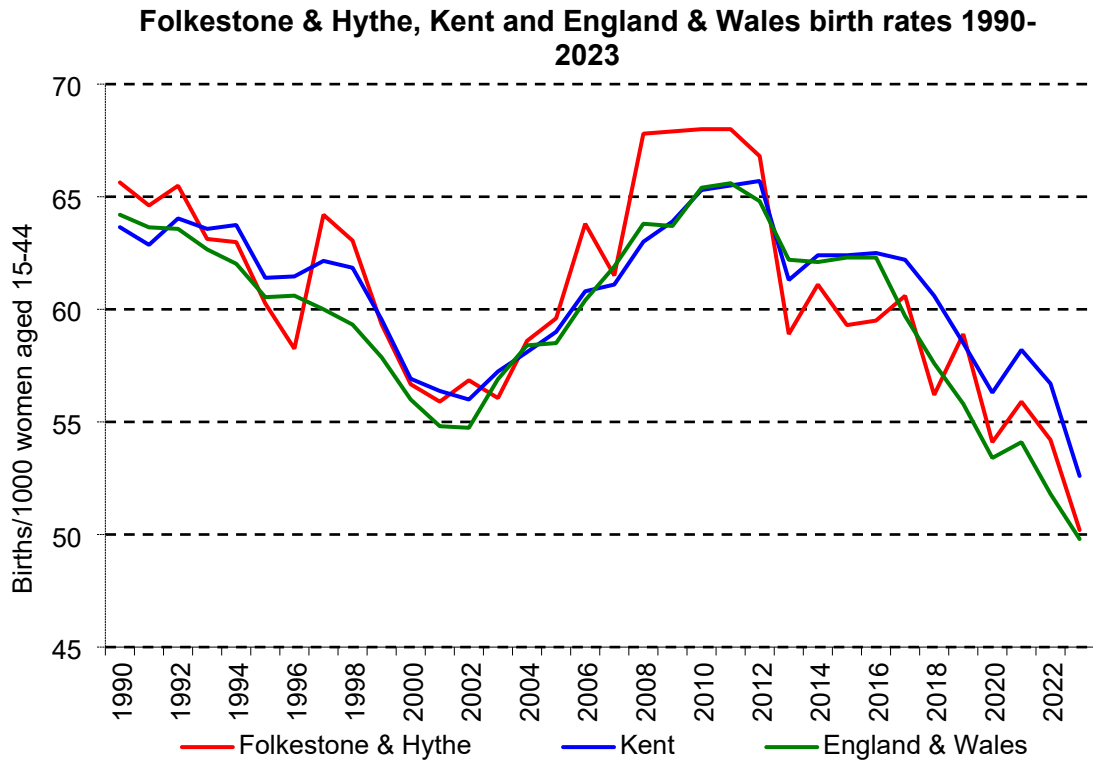
Folkestone and Hythe primary schools by planning group

Planning Groups	School	Status
Folkestone East	Castle Hill Community Primary School	Community
	Christ Church CE Academy	Academy
	Folkestone Primary Academy	Academy
	Martello Primary School	Academy
	Mundella Primary School	Academy
	St. Eanswythe's CE Primary School	Academy
	St. Mary's CE Primary Academy (Folkestone)	Academy
	St. Peter's CE Primary School (Folkestone)	Voluntary Controlled
Folkestone West	Stella Maris RC Primary School	Academy
	All Souls' CE Primary School	Academy
	Cheriton Primary School	Foundation
	Harcourt Primary School	Foundation
	Morehall Primary School	Academy
	Sandgate Primary School	Community

Planning Groups	School	Status
	St. Martin's CE Primary School (Folkestone)	Voluntary Controlled
Hawkinge	Churchill School (Hawkinge)	Foundation
	Hawkinge Primary School	Foundation
	Selsted CE Primary School	Voluntary Controlled
Folkestone Rural North	Bodsham CE Primary School	Voluntary Controlled
	Elham CE Primary School	Voluntary Aided
	Lyminge CE Primary School	Voluntary Controlled
	Stelling Minnis CE Primary School	Voluntary Controlled
	Stowting CE Primary School	Voluntary Controlled
Hythe	Hythe Bay CE Primary School	Voluntary Controlled
	Palmarsh Primary School	Community
	Saltwood CE Primary School	Voluntary Aided
	Seabrook CE Primary School	Voluntary Controlled
	St. Augustine's RC Primary School (Hythe)	Academy
Sellindge and Lympe	Lympe CE Primary School	Voluntary Controlled
	Sellindge Primary School	Community
Romney Marsh	Dymchurch Primary School	Academy
	Greatstone Primary School	Foundation
	Lydd Primary School	Academy
	St. Nicholas CE Primary Academy	Academy
Brookland and Brenzett	Brenzett CE Primary School	Academy
	Brookland CE Primary School	Voluntary Controlled

Birth rate and birth analysis

The charts below set out the birth rates for the District and the number of recorded births.



Folkestone and Hythe Analysis

Primary - Year R surplus/deficit capacity if no further action is taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Folkestone East	373	55	73	77	93	99	101	102	104	105	106	106	373
Folkestone West	255	20	23	27	8	24	22	20	18	16	15	13	255
Hawkinge	135	23	32	18	27	29	29	29	29	28	28	28	135
Folkestone Rural North	93	33	26	25	13	19	19	20	20	21	22	22	93
Hythe	150	17	53	47	37	56	56	55	55	55	55	55	150
Sellindge and Lympe	60	3	8	2	-5	-5	-5	-5	-5	-5	-5	-5	60
Romney Marsh	187	48	55	36	49	60	61	62	63	64	65	66	165
Brookland and Brenzett	35	9	9	10	9	11	11	12	12	12	12	13	35
Folkestone & Hythe	1,288	208	278	242	230	291	293	295	295	297	297	297	1,266

Page 533

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2032-34 (F)	2033-34 capacity
Folkestone and Hythe Non-Selective	625	17	-30	-12	-4	-35	-24	12	-2	59	41	17	595
Romney Marsh Non-Selective	180	-14	-10	-8	13	9	-8	7	9	19	21	28	180
Folkestone & Hythe District Selective	360	-3	27	25	22	26	23	25	23	22	23	27	330

Primary District Commentary

Folkestone and Hythe District Analysis - Primary

Across the District, we forecast a significant surplus of primary school places during the Plan period. In the short to medium term, we will collaborate with schools to manage the high levels of surplus primary school places to help maintain high quality, sustainable provision.

Folkestone West Planning Group

Forecasts suggest sufficient Year R capacity throughout the Plan period. Land and developer contributions are available for a new 2FE primary school at Shorncliffe Heights, however, it is unlikely this will be required in this decade.

Sellindge and Lympne Planning Group

Current forecasts are showing a small deficit of Year R places from 2026-27 onwards. Further development is expected in the village which will need to be mitigated. Developer contributed land and funding has been agreed, which will enable Sellindge Primary School to expand as and when required.

Secondary District Commentary

Folkestone and Hythe Non-Selective Planning Group

There are three schools in the Folkestone and Hythe non-selective planning group: Brockhill Park Performing Arts College, Folkestone Academy and The Turner Free School. Forecasts suggest there will be a small deficit of non-selective Year 7 early in the Plan period. We will work with existing academy trusts to ensure sufficient Year 7 places.

Romney Marsh Non-Selective Planning Group

There is one non-selective school in the planning group: The Marsh Academy.

Forecasts suggest there could be a small deficit of Year 7 places in some years across the Plan period. The Academy's Admissions Policy identifies a 'priority zone' for the admission of pupils who reside in towns and villages surrounding Romney Marsh. Therefore, we anticipate there will be sufficient places for local pupils to be admitted, whilst those travelling from further afield will be eased back into more local schools.

Folkestone and Hythe Selective Planning Group

There are two selective schools in the District: Folkestone Girls Grammar and Harvey Grammar. Forecasts suggest there will be sufficient Year 7 places available throughout the Plan period.

Planned Commissioning – Folkestone and Hythe

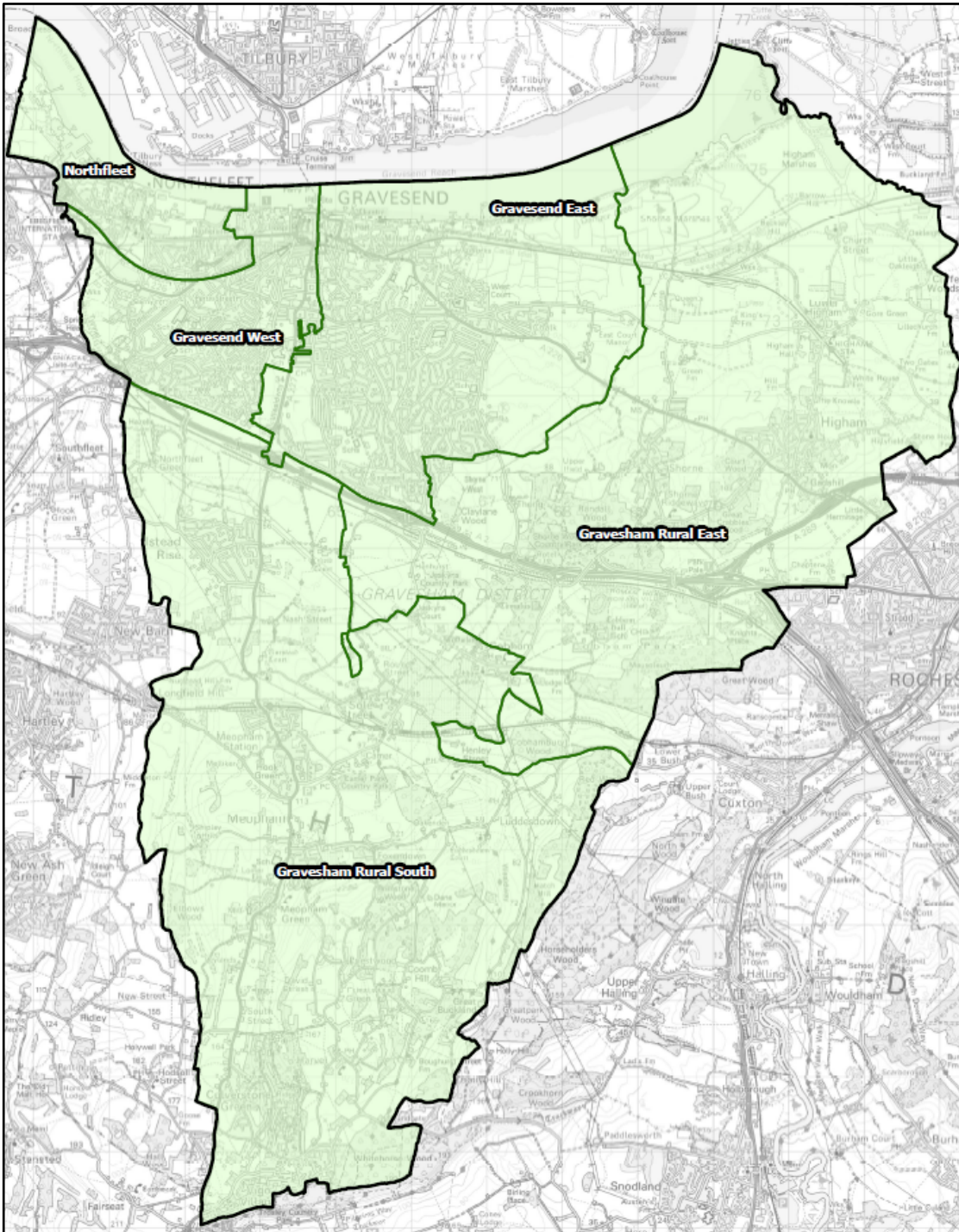
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Folkestone West Primary						2FE new provision in Shorncliffe

7.6. Gravesham

Borough Summary

- The Gravesham birth rate and number of births have fallen sharply since 2019, but remain above the county and national figures. Following a small increase in 2022, the rate dropped again in 2023.
- Forecasts indicate that there are surplus Year R places across the Primary planning groups. KCC is working with schools in the areas, with the larger surpluses, to see whether there is any need to reduce their PAN in order to remain viable.
- Small pockets of primary deficits are forecast in more rural parts of Gravesham, but these will be covered by adjacent planning groups.
- The Gravesham and Longfield Non-Selective planning group shows 1.5FE deficit from the outset. The deficit increases year on year, peaking at nearly 4FE for September 2028. The deficit remains high for the remainder of the Plan period, ranging from 3FE to 4FE. It then remains at that level of deficit for the duration of the Plan period. Every non-selective secondary school in Gravesham has either expanded or is the subject of an ongoing expansion project.
- The Gravesham and Longfield Selective Planning Group forecast shows a deficit of about 2.5FE for September 2028. Any options for creating additional selective capacity will be extremely challenging and KCC may be only able to ensure that the Local Authority statutory duty to provide sufficient places, of any type, is met..
- The current Gravesham Borough Council (GBC) Local Plan, adopted in September 2014, states an intention to build 6,170 dwellings between 2011 to 2028. A new Local Plan is expected to be published in the near future and KCC will work with GBC to ensure that sufficient school places are available. It is already clear that any options for further expansion of existing secondary schools will be both extremely limited and logistically challenging, so new school sites will have to be provided to ensure the sufficiency of Secondary School places over the longer term.
- Prior to the Covid pandemic, a significant factor to primary and secondary demand in Gravesham Borough, was the migration from urban centres in Greater London to locations such as Gravesham Borough. Migration reduced significantly over the last four years, but it is not unreasonable to suggest that migration will pick up. We are already seeing this in the Junior aged cohort, as families move into the area to place themselves in a more favourable position of gaining a place for their child in the Secondary School of their choice.

Gravesham Primary Schools by Planning Group



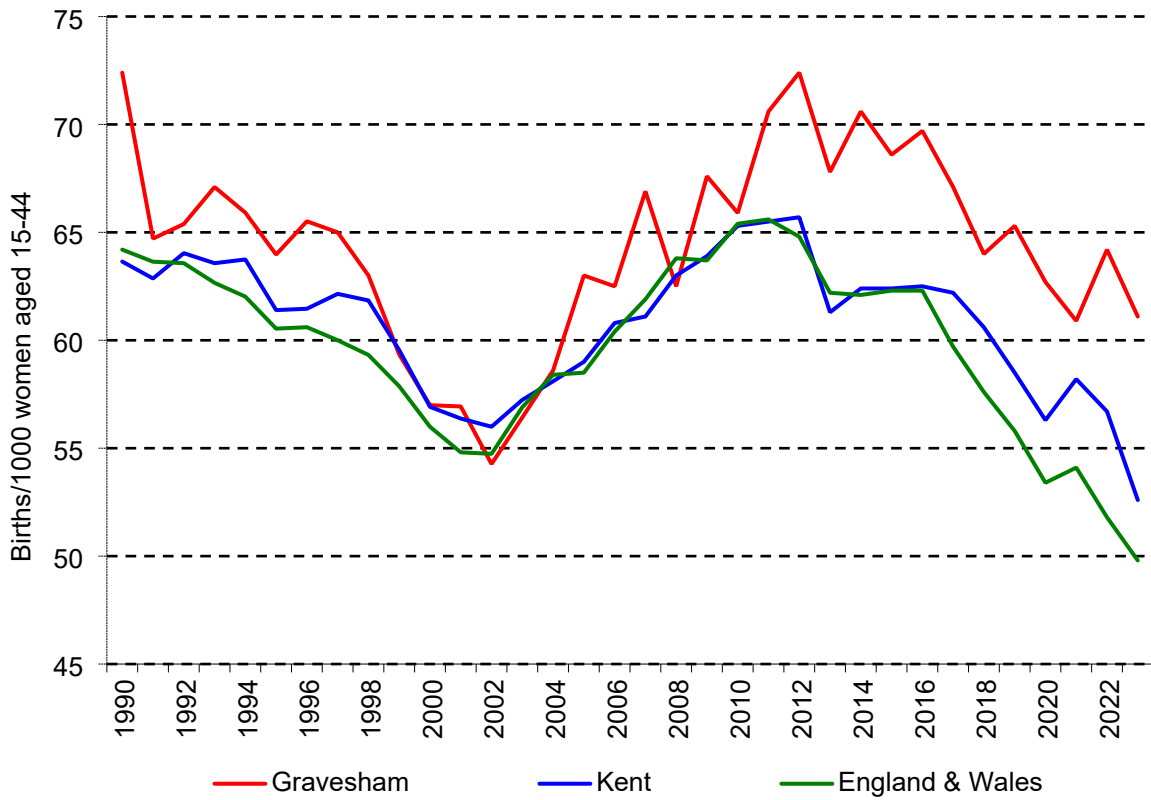
Planning Group	School	Status
Gravesend East	Chantry Community Academy	Academy
	Holy Trinity CE Primary School (Gravesend)	Academy
	Kings Farm Primary School	Community
	Riverview Infant School	Academy
	Riverview Junior School	Academy
	Singlewell Primary School	Community
	St. John's RC Primary School (Gravesend)	Academy
	Tymberwood Academy	Academy
Westcourt Primary School	Academy	

Planning Group	School	Status
	Whitehill Primary School	Academy
Gravesend West	Cecil Road Primary School	Community
	Copperfield Academy	Academy
	Painters Ash Primary School	Community
	Saint George's CE Primary School (Gravesend)	Academy
	Shears Green Infant School	Academy
	Shears Green Junior School	Community
	Springhead Park Primary School	Free
	Wrotham Road Primary School	Academy
Northfleet	Lawn Primary School	Community
	Rosherville CE Primary Academy	Academy
	St. Botolph's CE Primary School (Gravesend)	Academy
	St. Joseph's RC Primary School (Northfleet)	Academy
Gravesham Rural East	Higham Primary School	Community
	Shorne CE Primary School	Academy
Gravesham Rural South	Cobham Primary School	Community
	Culverstone Green Primary School	Academy
	Istead Rise Primary School	Academy
	Meopham Community Academy	Academy
	Vigo Village School	Community

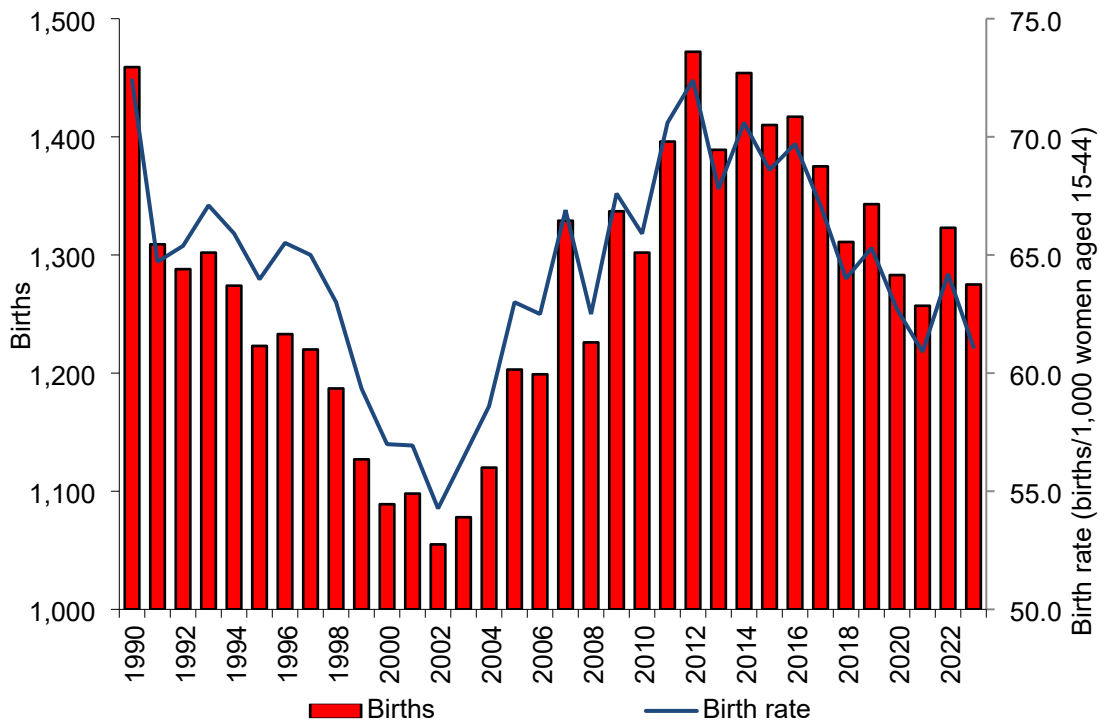
Birth Rate and Birth Analysis

The charts below set out the birth rates for the Borough and the number of recorded births.

Gravesham, Kent and England & Wales birth rates 1990-2023



Gravesham births and birth rate 1990-2023



Gravesham Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Gravesend East	682	92	61	56	37	51	54	57	60	61	63	63	622
Gravesend West	474	53	54	17	22	19	18	20	22	24	25	26	444
Northfleet	140	2	0	42	32	38	39	40	40	41	41	41	180
Gravesham Rural East	60	2	3	1	10	9	9	9	9	8	8	8	60
Gravesham Rural South	180	27	-1	3	-12	3	5	7	9	11	14	16	180
Gravesham	1,536	176	117	118	88	119	124	132	140	145	151	154	1,486

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2032-34 (F)	2033-34 capacity
Gravesham and Longfield Non-Selective	1,370	-42	-36	-43	-64	-113	-117	-100	-88	-119	-114	-118	1,389
Gravesham and Longfield Selective	420	-16	-23	-45	-50	-68	-70	-67	-66	-77	-75	-78	420

Primary District commentary

Recent forecasts have indicated a stabilisation of demand that leaves a surplus of Year R capacity across the Borough for the duration of the Plan period. However, locally, Gravesham Rural South planning group indicates small deficits from September 2023.

Gravesham is expected to publish a new Local Plan in the coming months. The Reg 18 consultation has been completed. Ahead of any new plan being published, new housing development on the Northfleet Embankment and Gravesend Canal Basin will see demand for Primary School places increase in the medium term.

The new housing on the Canal Basin is expected to comprise a mix of types, with the majority being one, two and three bedroom flats. Traditionally, the number of school age children generated from such housing types is lower than for houses, but the shortage of housing may now result in more families living in smaller dwellings. KCC will work with GBC to ensure that we remain cognisant of the numbers of housing types and plan accordingly.

The largest surplus is in the Gravesham East primary planning group. There is additional capacity ready to be re-introduced, following some schools in the area taking the decision to reduce their PAN in response to low year R intakes in recent years. However, if a significant number of new dwellings are more suitable for families, then we may need to seek land for a new primary school for the longer term.

To support the growth in the Northfleet Embankment area, KCC has commissioned additional provision by relocating and enlarging Rosherville Church of England Academy onto a new site at Cable Wharf.

New housing in the Coldharbour area will generate some additional need for Year R places. This will be accommodated within the recently opened second FE of primary provision at Saint George's CE School and the Shears Green Infant and Shears Green Junior schools.

Northfleet Planning Group

The planning group indicates a small surplus every year, but this does not reflect the new pupils generated by the three new developments on the Northfleet Embankment (Cable Wharf, Grove Road and Harbour Village). This will largely be managed by using the expanded and relocated Rosherville CE Primary School and utilising capacity in adjacent planning groups that show a surplus, such as Gravesend West.

Gravesham Rural South Planning Group

The planning group indicates a small deficit for the next three years. The deficits will largely be managed by using capacity in adjacent planning groups that show a surplus, such as Gravesend East.

Gravesend West

Although there is surplus in the Gravesend West planning group, there is development being planned by the Ebbsfleet Development Corporation (EDC) on a site that straddles the Dartford and Gravesham border. Without additional capacity being introduced, some of the surplus capacity will be utilised. A new primary school is being proposed by the EDC, which will serve the new development on both sides of the Borough border.

Secondary District Commentary

There is one selective and one non-selective planning group that cover the Gravesham area.

See appendix 13.2 for the secondary planning group maps.

Gravesham and Longfield Non-Selective Planning Group

There are seven schools in the Gravesham and Longfield non-selective planning group: Longfield Academy, Meopham School, Northfleet Technology College, Northfleet School for Girls, Thamesview School, Saint George's CE School and St John's Catholic Comprehensive School.

The planning group is in deficit for the duration of the Plan period. The deficit is 1.5FE for September 2025, but that deficit increases every year to peak at 4FE for 2028. After 2028, the deficit is forecast to be relatively steady but fluctuates between 3FE and 4FE for the remainder of the Plan period.

For 2025, KCC has recently commissioned an additional 1FE at Northfleet Technology College, which has been included in the forecasts.

By 2027, another 3FE of provision will be required. KCC will work with the schools in the planning group to see whether any would be capable of accommodating additional capacity, whilst acknowledging that any work to expand a school will be expensive and logistically challenging. The alternative is to look at provision in adjacent planning groups, or cross boundary.

Longer term, KCC will need to consider new secondary provision, depending on the publication of the Gravesham Local Plan. KCC will monitor the forecasts as the new Gravesham Local Plan becomes clear. During the local plan consultation, KCC notified GBC that there is deficit, and so any new housing needs to come with land for a new, non-selective secondary school.

Gravesham and Longfield Selective Planning Group

There are two schools in the Gravesham and Longfield selective planning group: Gravesend Grammar School and the Mayfield Grammar School.

The planning group is in deficit for the whole of the Plan period. For September 2025, the deficit is 1.5FE. This deficit increases to 2FE - 2.5FE for the duration of the Plan period.

Following expansions to both Mayfield Grammar School and Gravesend Grammar School, both Gravesham Grammar Schools are at capacity and cannot be expanded further. Therefore, this demand will need to be managed across Borough boundaries, or by expansion to existing schools by using satellites.

If additional Grammar School places are to be provided, the only feasible option is to look holistically at selective provision across the wider North Kent area. The most efficient use of resources would be to introduce new satellite provisions, similar to those introduced in Sevenoaks. This is because current Government legislation prohibits the introduction of new selective schools.

However, options to do this would be logistically challenging. The key constraints would be identifying both boys and girls Grammar Schools willing to operate a satellite provision on a shared site, identifying land to accommodate the provisions, obtaining DfE approval and obtaining the requisite capital funding. An estimate of cost can be made by looking at the cost of a new 6FE school. This would indicate a cost of more than £35m for a 3FE boys, and a 3FE girls, Grammar satellite, plus the capital cost of obtaining at least four hectares of land. Any smaller than 3FE and the satellite becomes financially unviable for the host school to manage.

Due to the constraints around providing further selective provision, KCC will seek to ensure that there is sufficient capacity, even if that provision is non-selective.

KCC will pursue every avenue to try and identify a solution that provides the selective provision required. This provision is included in the planning matrix at the end of this section, but it needs to be borne in mind that this entry is predicated on whether such a provision is actually even attainable.

Special Educational Needs

Demand for special school places, for all categories, remains high. KCC needed to commission a new 250 place special school for Profound Severe and Complex Needs.

The old Birchwood Primary School site on Russell Way in Swanley has been identified as suitable, and a bid was subsequently submitted for a new Special School through KCC's Safety Valve submission. The bid for DfE funding was successful, and it is anticipated the new school will be opened by September 2027 (originally anticipated for 2026). A provider has been chosen by the DfE, through open competition during this year, with the successful trust being the Leigh Academies Trust. Given the nature of Special Schools, and the distances that students travel to receive an appropriate education, the provision will be designed to cater for students in the whole North Kent area.

Planned Commissioning – Gravesham

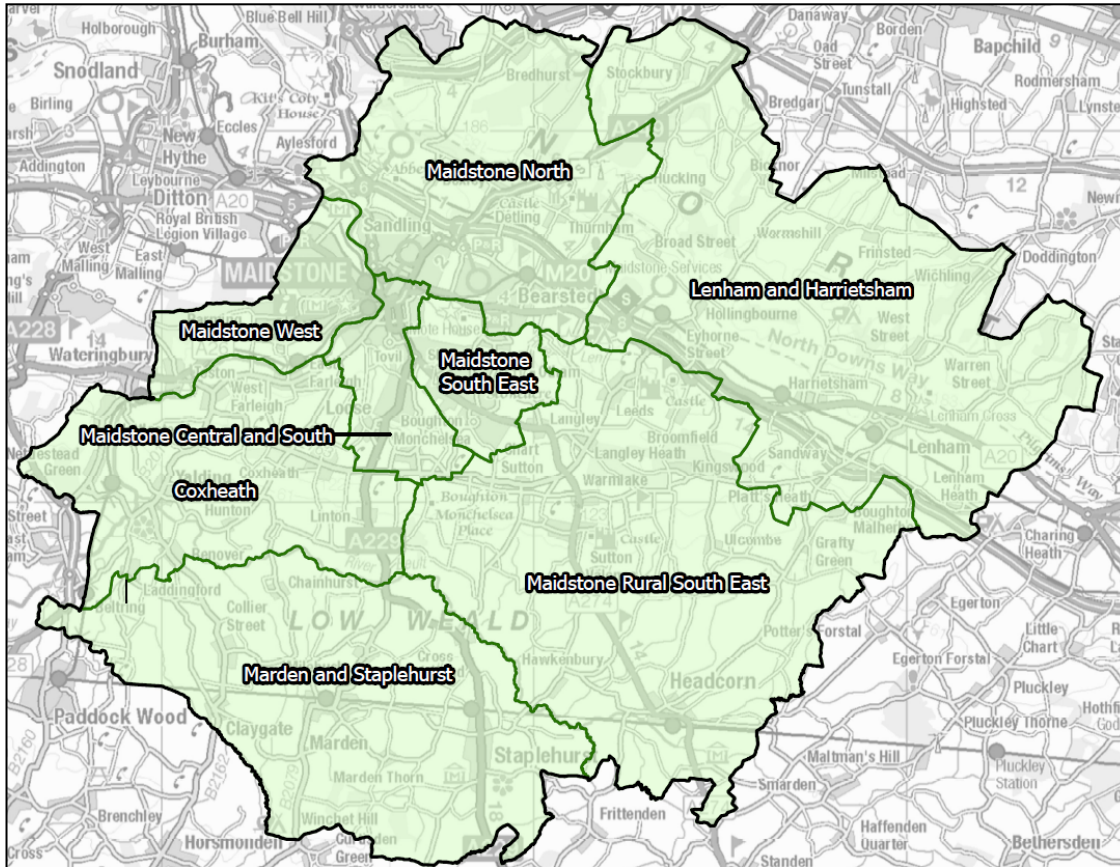
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Northfleet	0.3FE (10 additional permanent places) at Rosherville CE Academy			1FE at Rosherville CE Academy		
Gravesham and Longfield Non-Selective			3FE Permanent expansion			
North West Kent Selective And Gravesham and Longfield Selective				6FE selective permanent provision		
Special Education Needs		1 x New 250 place special school for PSCN covering all of North Kent				

7.7. Maidstone

Borough commentary

- The birth rate in Maidstone dropped sharply in 2019 and 2020, but then increased significantly in 2021, before dropping back again in 2022 and 2023. However, it remains above the county and national averages.
- We forecast sufficient primary school places across the Borough throughout the Plan period. However, there is pressure for places forecast within some planning groups. Within the secondary sector, we forecast a pressure for places in both the non-selective and selective sectors.
- Maidstone Borough Council's Local Plan was formally adopted in October 2017, setting out the scale and location of proposed development up to 2031. This plan was reviewed and in 2024 the Borough Council adopted the Local Plan Review, which plans for the delivery of 1,157 per annum until 2038.

Map of the Maidstone Primary Planning Groups



Maidstone Primary Schools by Planning Group

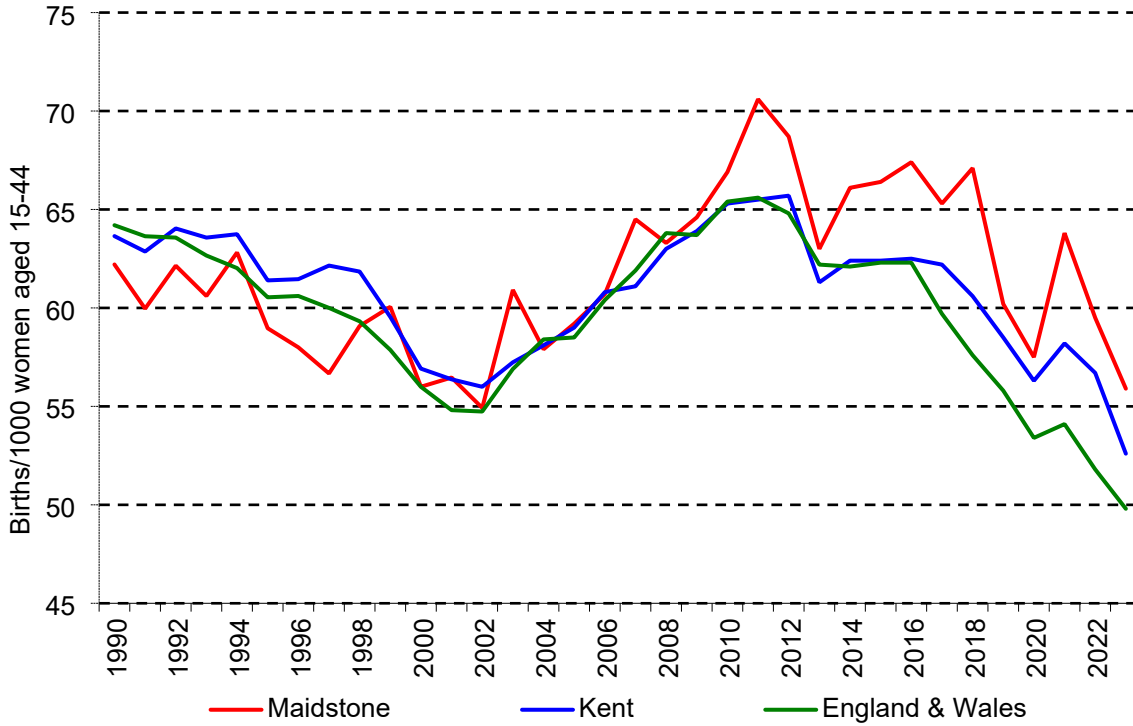
Planning Groups	School	Status
Maidstone Central and South	Archbishop Courtenay CE Primary School	Academy
	Boughton Monchelsea Primary School	Community
	Loose Primary School	Community
	South Borough Primary School	Academy
	Tiger Primary School	Free
Maidstone North	Bearsted Primary Academy	Free
	Bredhurst CE Primary School	Voluntary Controlled
	Madginford Primary School	Community
	North Borough Junior School	Community
	Roseacre Junior School	Foundation
	Sandling Primary School	Community
	St. John's CE Primary School (Maidstone)	Academy
	St. Paul's Infant School	Community
	Thurnham CE Infant School	Voluntary Controlled
Valley Invicta Primary School at East Borough	Academy	
Maidstone West	Allington Primary School	Academy
	Barming Primary School	Academy
	Brunswick House Primary School	Community
	Jubilee Primary School	Free
	Palace Wood Primary School	Community
	St. Francis' RC School	Voluntary Aided
	St. Michael's CE Infant School	Voluntary Controlled
	St. Michael's CE Junior School	Voluntary Controlled

Planning Groups	School	Status
	West Borough Primary School	Community
Maidstone South East	Greenfields Community Primary School	Community
	Holy Family RC Primary School	Academy
	Langley Park Primary Academy	Academy
	Molehill Primary Academy	Academy
	Oaks Primary Academy	Academy
	Park Way Primary School	Community
	Senacre Wood Primary School	Community
	Tree Tops Primary Academy	Academy
Lenham and Harrietsham	Harrietsham CE Primary School	Voluntary Controlled
	Hollingbourne Primary School	Community
	Lenham Primary School	Community
	Platts Heath Primary School	Community
Coxheath	Coxheath Primary School	Community
	East Farleigh Primary School	Community
	Hunton CE Primary School	Voluntary Aided
	Yalding St. Peter and St. Paul CE Primary School	Voluntary Controlled
Marden and Staplehurst	Laddingford St. Mary's CE Primary School	Voluntary Controlled
	Marden Primary Academy	Academy
	St. Margaret's Collier Street CE Primary School	Voluntary Controlled
	Staplehurst School	Community
Maidstone Rural South East	Headcorn Primary School	Community
	Kingswood Primary School	Community
	Leeds and Broomfield CE Primary School	Voluntary Controlled
	Sutton Valence Primary School	Community
	Ulcombe CE Primary School	Voluntary Controlled

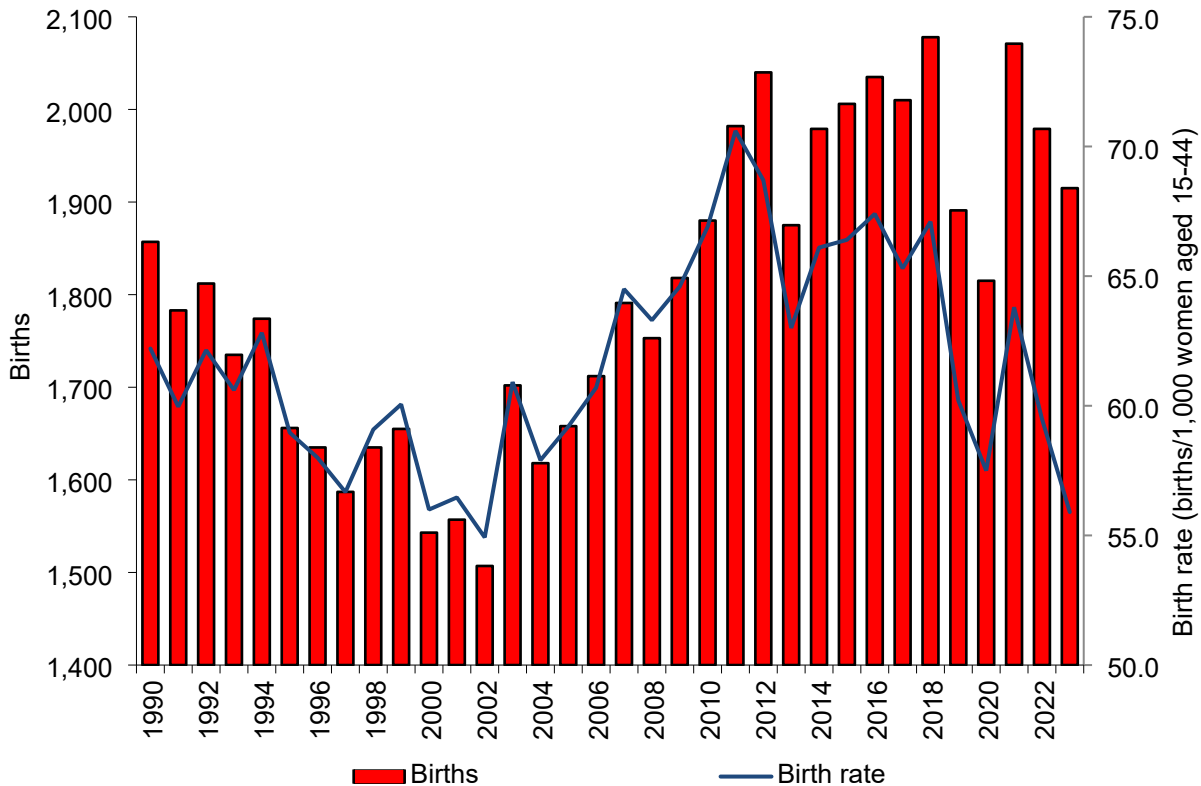
Birth Rate and Births Analysis

The charts below set out the birth rates for the Borough and the number of recorded births.

Maidstone, Kent and England & Wales birth rates 1990-2023



Maidstone births and birth rate 1990-2023



Maidstone Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Maidstone Central and South	285	26	12	28	27	22	22	21	20	18	17	16	285
Maidstone North	530	30	16	61	37	83	90	93	97	101	106	109	530
Maidstone West	460	8	34	46	2	11	13	11	11	11	11	10	460
Maidstone South East	327	9	11	49	13	37	36	32	30	27	25	23	327
Lenham and Harrietsham	118	13	27	11	12	7	6	4	3	2	1	0	118
Coxheath	129	1	-14	-29	-16	-38	-39	-41	-43	-44	-44	-44	129
Marden and Staplehurst	145	34	31	-13	-4	-13	-16	-20	-23	-26	-28	-30	165
Maidstone Rural South East	140	19	5	16	1	-9	-10	-11	-12	-13	-13	-13	140
Maidstone	2,134	140	122	170	72	98	101	89	82	77	75	71	2,154

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Maidstone Non-Selective	1,620	-12	-107	-129	-151	-194	-254	-315	-264	-260	-210	-299	1,560
Maidstone and Malling Selective	815	6	37	27	20	-8	-25	-50	-24	-32	-14	-47	815

Primary District commentary

Overall, forecasts indicate that there will be sufficient places for Year R across the Plan period for the Maidstone district. However, there is pressure for places within the rural planning groups.

We also anticipate additional pressure from permitted developments across the town centre area of Maidstone. There are numerous projects scheduled and on-going to convert retail and office spaces into new residential dwellings under permitted development. This will potentially increase the demand for primary places across the Maidstone town centre area in excess of that indicated in the forecasts and has placed in-year pressure on schools as school-aged children move to the town.

Maidstone West Planning Group

In the longer term, housing developments on the Maidstone side of Hermitage Lane will necessitate up to 2FE of additional provision. Land has been secured that would enable a 2FE primary school to be established on a site to the East of Hermitage Lane, known as Chapel Field. However, based on the current rate of housing growth, it is currently not expected to be required within the Plan period, this will continue to be reviewed as houses are occupied. The location on the boundary between Maidstone and Tonbridge and Malling means that it is important to consider demand arising from housing growth local to the site in both Maidstone North and East Malling when anticipating the timing of the school's establishment.

Lenham and Harrietsham Planning Group

The planning group forecast indicates that a surplus of 12 places in 2026-25 drops sharply in 2027-28 to just 7 places and this small surplus continues to diminish throughout the Plan period. We will monitor the situation carefully to assess whether additional provision is needed and, subject to a review of future forecast demand, will commission an expansion of an existing school in 2027-28. This demand will be dependent on the pace and scale of housing development.

Marden and Staplehurst Planning Group

The planning group is forecast to have a 13 place deficit in 2025-26 that reduces to 4 in 2026-27, before returning to a 13 place deficit the following year and thereafter, the deficit increases throughout the Plan period. We will commission up to 30 additional places within the existing schools in the planning group.

Coxheath Planning Group

The forecast show deficit in excess of 1 FE forecast throughout the Plan period, with the exception of 2026-27 when the deficit dips to 16. We will seek to offer up to 30 additional temporary places in the initial year of the Plan period to ensure sufficient places for the short-term, before commissioning a 1FE permanent expansion of Coxheath Primary School in 2026-27.

Maidstone Rural South East Planning Group

The planning group is forecast to have a deficit of places for the Plan period apart from in 2026-27 when a one place surplus is anticipated. The deficit increases slowly from 9 places in 2027-28 but is still below half a form of entry by the end of the Plan period. We will monitor the situation carefully to assess whether additional provision is needed, however, we anticipate that there will be sufficient places in neighbouring planning groups to meet the demand.

Secondary District Commentary

There are two planning groups which are within Maidstone Borough, one non-selective and one selective (See appendix 12.2 for the non-selective and selective planning group maps). The commentary below outlines the forecast position for each of the planning groups.

Maidstone Non-Selective Planning Group

There are eight schools in the Maidstone non-selective planning group: Cornwallis Academy, The Lenham School, Maplesden Noakes School, New Line Learning Academy, School of Science and Technology, St. Augustine Academy, St. Simon Stock Catholic School and Valley Park School.

The planning group is in deficit throughout the Plan period, with the initial deficit of 107 places (in excess of 3.5FE) gradually increasing to a high of 315 places (greater than 10 FE) in 2029-30. After 2029-30, the longer-term forecast suggests that the deficit will decrease slightly but will remain significant if not mitigation action is taken.

In recent years, schools within this planning group have admitted over PAN, creating additional capacity. We anticipate this pattern to continue and will accommodate some of the forecast deficit. However, up to 90 temporary places via bulge provision within the existing Secondary schools will be needed to meet the demand for places during the initial 2 years of the Plan period and this increases to 120 temporary places in 2027-28.

We anticipate the need for the establishment of a new secondary school no later than 2028-29 and will seek to work with partners, including the DfE, to identify an appropriate and available location within the Borough over the coming year.

Maidstone and Malling Selective Planning Group

There are four schools in the Maidstone selective planning group: Invicta Grammar School, Maidstone Grammar School, Maidstone Grammar School for Girls and Oakwood Park Grammar School.

The forecast for the planning group indicates that there will be sufficient places in 2025-26 and 2026-27. However, in 2027-28 there will be a deficit of 8 places that then increases markedly from 2028-29, with fluctuating deficits of around a 1 FE forecast through to the end of forecast period in 2033-34. Therefore, in the longer term, subject to the pace and school of housing development, it will be necessary to expand an existing school by 1 FE.

Planned Commissioning – Maidstone

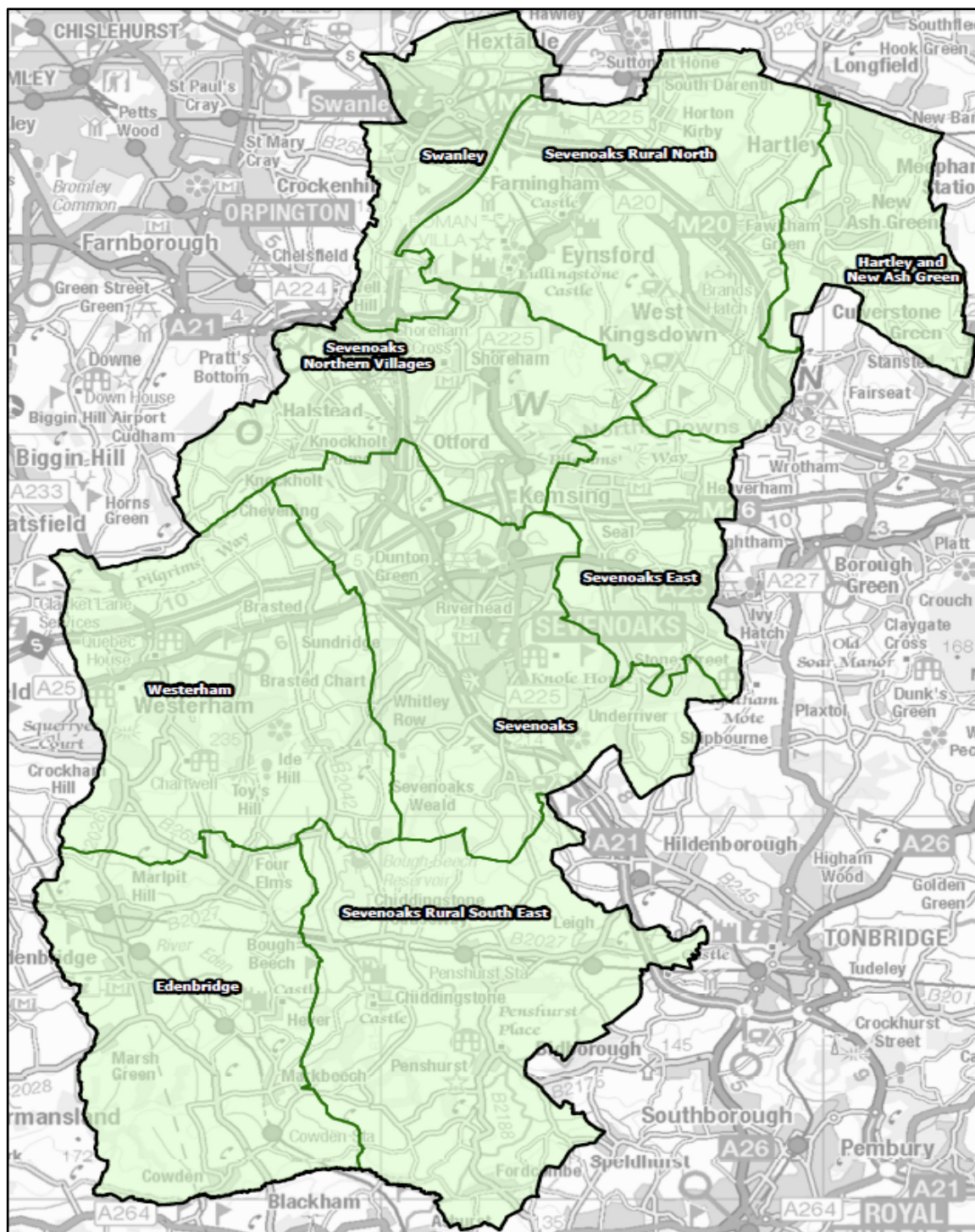
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Maidstone West				New 2FE School on East of Hermitage Lane		
Lenham and Harrietsham Planning Group			1 FE permanent expansion of existing school			
Marden and Staplehurst	Up to 15 temporary Places		Up to 15 permanent Places			
Coxheath	Up to 30 temporary places	1FE permanent expansion of Coxheath school				
Maidstone Non-Selective Planning Group	Up to 90 temporary Year 7 places in existing schools	Up to 90 temporary Year 7 places in existing schools	Up to 120 temporary Year 7 places in existing schools	Establishment of new 6FE secondary school		
Maidstone and Malling Selective Planning Group				1 FE permanent expansion of existing school		

7.8. Sevenoaks

District Summary

- The birth rate in Sevenoaks rose in 2021, but declined markedly in 2022 and 2023. However, it is still above the County and National averages. The number of births has followed a similar trend and dropped significant to 1092 in 2023, which is lowest for more than 20 years.
- There remain significant surplus Year R places in all planning areas, across the district, for the duration of the Plan period. KCC has initiated discussions with some of the primary schools where the surplus is more acute, about how they will seek to maintain financial viability, where surpluses appear excessive. This will be done by proposing a reduction in PAN through the annual admissions consultation, or when the need appears more urgent, through In Year Variation. However, KCC is cognisant of the imminent publication of the Sevenoaks Local Plan (see below), and the impact of the Local Plan on existing primary surplus.
- The Sevenoaks and Borough Green Non-Selective Secondary planning group is forecast to show a small surplus in most years, with only September 2026 indicating a small deficit of 0.5FE. Currently, KCC plan no intervention action, although the numbers will be monitored over the forthcoming years and once the Sevenoaks Local Plan is published.
- For much of the Plan period in the Dartford and Swanley Non-Selective planning group, there is a small surplus. This turns into a deficit of 1FE in September 2028, before returning to a small surplus a year later.
- The West Kent Selective planning group has small deficits forecast during the Plan period that will require additional temporary bulge provision.
- Sevenoaks District Council is expected to publish a new Local Plan within the next 12 months that will indicate building a significant number of new dwellings in the years up to 2040. Sevenoaks District Council has consulted on their Infrastructure Delivery Plan to identify the essential community infrastructure that will be required. This plan suggests that about 10,000 new homes will be provided by the Local Plan, with 2,500 alone being proposed for a new development at Pedham Place which will necessitate a new secondary school and two new primary schools.
- Prior to the publication of the Local Plan, new housing development sites have already been identified with Fort Halstead, Four Elms Road and Sevenoaks Quarry being progressed before the new plan is published. Fort Halstead and Sevenoaks Quarry sites have the potential for a new Primary School if sufficient demand for new provision materialises.

Map of the Sevenoaks Primary Planning Groups



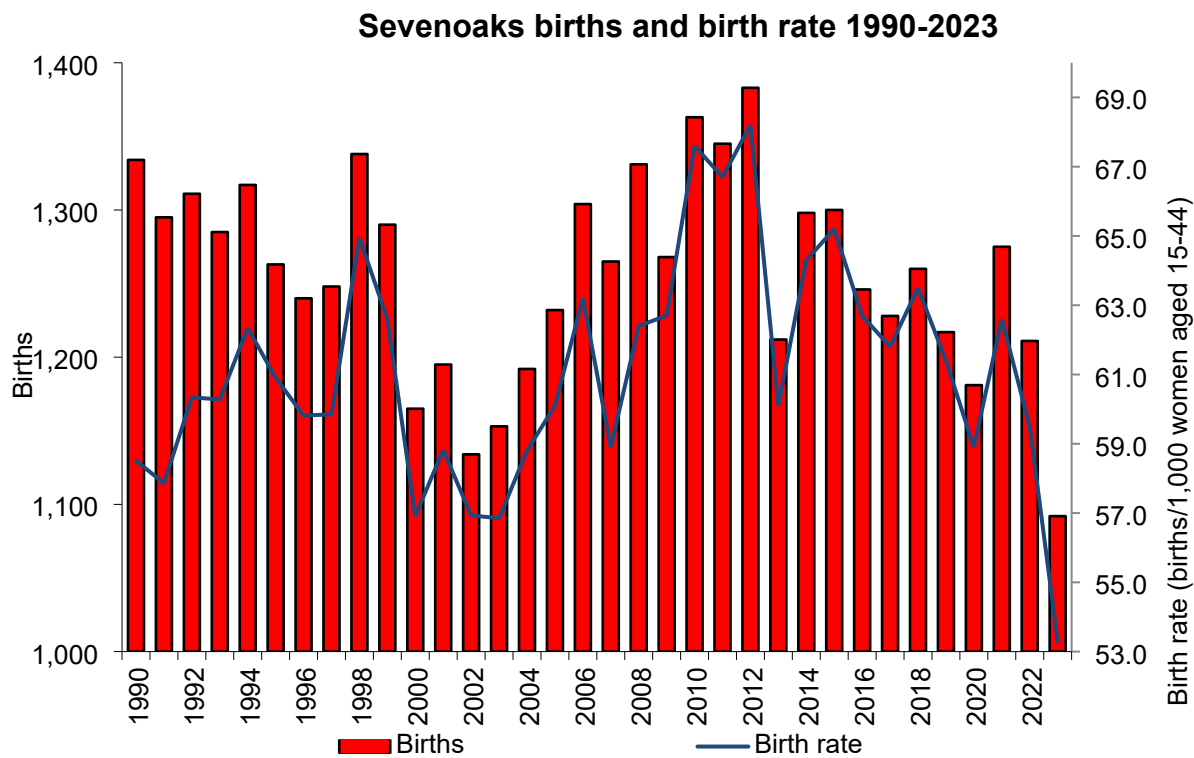
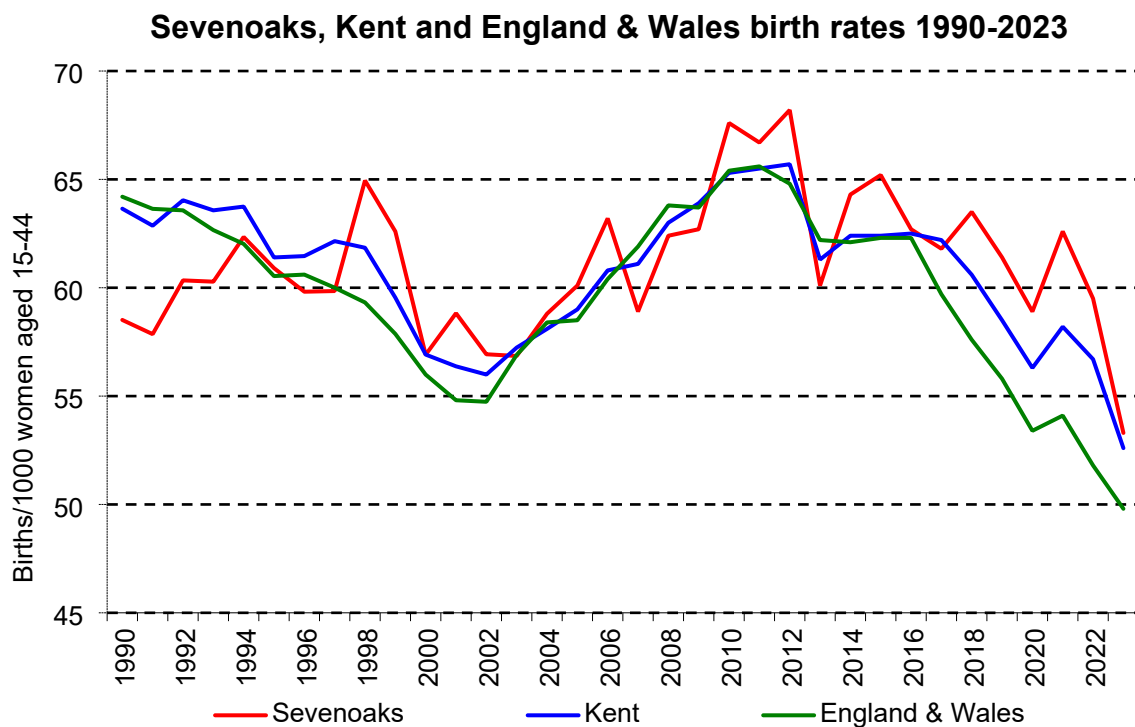
Sevenoaks Primary Schools by Planning Group

Planning group	School	Status
Swanley	Crockenhill Primary School	Community
	Downsview Community Primary School	Community
	Hextable Primary School	Community
	High Firs Primary School	Community
	Horizon Primary Academy	Academy
	St. Bartholomew's RC Primary School	Voluntary Aided
	St. Mary's CE Primary School (Swanley)	Voluntary Aided
	St. Paul's CE Primary School	Voluntary Controlled

Planning group	School	Status
Sevenoaks Rural North	Anthony Roper Primary School	Foundation
	Fawkham CE Primary School	Voluntary Controlled
	Horton Kirby CE Primary School	Academy
	St. Edmund's Church of England Primary School	Voluntary Controlled
Hartley and New Ash Green	Leigh Academy Hartley	Academy
	New Ash Green Primary School	Community
	Our Lady of Hartley RC Primary School	Academy
Sevenoaks Northern Villages	Halstead Community Primary School	Academy
	Otford Primary School	Community
	Shoreham Village School	Community
	St. Katharine's Knockholt CE Primary School	Voluntary Aided
Sevenoaks East	Kemsing Primary School	Community
	Seal Church of England Primary School	Academy
	St. Lawrence CE Primary School	Voluntary Controlled
Sevenoaks	Amherst School	Academy
	Chevening St. Botolph's CE Primary School	Voluntary Aided
	Dunton Green Primary School	Community
	Lady Boswell's CE Primary School	Voluntary Aided
	Riverhead Infant School	Community
	Sevenoaks Primary School	Community
	St. John's CE Primary School (Sevenoaks)	Voluntary Controlled
	St. Thomas' RC Primary School (Sevenoaks)	Academy
Weald Community Primary School	Community	
Westerham	Churchill CE Primary School (Westerham)	Voluntary Controlled
	Crockham Hill CE Primary School	Voluntary Controlled
	Ide Hill CE Primary School	Voluntary Aided
	Sundridge and Brasted CE Primary School	Voluntary Controlled
Edenbridge	Edenbridge Primary School	Academy
	Four Elms Primary School	Academy
	Hever CE Primary School	Voluntary Aided
Sevenoaks Rural South East	Chiddingstone CE School	Academy
	Fordcombe CE Primary School	Academy
	Leigh Primary School	Community
	Penshurst CE Primary School	Voluntary Aided

Birth Rate and Births Analysis

The charts below set out the birth rates for the district and the number of recorded births.



Sevenoaks Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Swanley	305	23	56	19	22	47	45	44	44	44	45	45	300
Sevenoaks Rural North	120	24	20	7	10	23	24	26	28	30	33	35	120
Hartley and New Ash Green	150	15	16	6	31	23	26	30	34	38	42	46	150
Sevenoaks Northern Villages	130	53	54	46	55	61	60	58	57	56	55	56	130
Sevenoaks East	102	15	20	8	17	27	26	26	26	27	27	28	102
Sevenoaks	390	60	109	87	84	126	122	118	114	110	107	103	390
Westerham	117	30	3	8	16	16	16	16	15	15	15	15	87
Wardenbridge	105	4	18	8	5	10	9	9	8	7	7	6	105
Sevenoaks Rural South East	83	21	11	20	12	20	20	20	21	21	21	21	83
Sevenoaks	1,502	245	307	209	252	353	349	347	348	349	351	355	1,467

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
NS - Dartford and Swanley	1,320	7	4	71	76	15	-36	2	-6	30	24	-16	1,440
NS - Sevenoaks and Borough Green	610	-25	-31	22	-15	11	5	13	16	59	11	32	630
SG - West Kent	1,270	-23	-33	19	-46	-20	-29	-12	37	61	51	71	1,264

Primary District commentary

The Year R forecast indicates that no additional Primary capacity is needed. The levels of surplus forecast have persisted for two years now and individual schools may start to face viability issues. KCC is working with schools across the district to monitor the situation and to take mitigating action where necessary. Over the next three years, KCC is supporting three schools to reduce their PAN; two through the admission consultation, and one through In Year Variation. These reductions are not reflected in the forecasts, but the reductions will reduce the amount of capacity in Sevenoaks by 75 Year R places per year.

However, forecasts do not take into account any further new housing development that Sevenoaks District Council (SDC) may approve prior to the publication of its new Local Plan (windfall sites), and any new housing that may be included in the new Sevenoaks District Local Plan, that has not been notified to KCC already.

Two already consented sites in Fort Halstead and Sevenoaks Quarry will create demand for Primary places. KCC is in discussion with Sevenoaks District Council on how best to accommodate this. A third significant housing development site on the Four Elms Road in Edenbridge has been approved. This will add to the demand for primary provision, but it is likely that it can be managed locally. KCC will be assessing the impact of this development against existing capacity.

Where there is the potential for demand to exceed capacity, for example, in Edenbridge, such demand currently looks as if it can be accommodated in adjacent planning groups. This situation will be monitored and may be re-assessed following publication of the Local Plan. Until KCC has assessed the new Local Plan, it would be unwise to propose significant reduction of capacity in existing primary schools.

Longer term, the new development on Pedham Place will, if consented, support two new 2FE primary schools.

Secondary District Commentary

There are two non-selective and one selective Secondary planning groups that are fully or partially within Sevenoaks District. See appendix 13.2 for the secondary planning group maps.

Sevenoaks has traditionally had a shortfall in capacity for both selective and non-selective, with a number of students who are resident in Sevenoaks, travelling out of the district to attend selective or faith education. However, the recent completion of the new satellite of Tunbridge Wells Grammar School for Boys provided a grammar provision for boys, complementing the girl's provision provided by the existing Weald of Kent Grammar School satellite, on the Sevenoaks Campus.

Dartford and Swanley Non-Selective Planning Group

There are seven schools in the Dartford and Swanley non-selective planning group: Dartford Science and Technology College, Ebbsfleet Academy, Inspiration Academy, Leigh Academy, Orchards Academy, Stone Lodge School and Wilmington Academy. All the schools are in Dartford Borough, except for Orchards Academy which is in Sevenoaks District.

Demand is manageable without any intervention for the next two years, but provision falls into deficit from 2028 by 1FE. This demand fluctuates for the remainder of the Plan period.

To manage the demand that will be derived from the additional housebuilding, the new secondary provision at the Alkerden all-through school, will be expanded to its full capacity of

8FE, as and when required. The pupil forecasts in this section only include the 4FE that will be commissioned when the school opens (in temporary accommodation, scheduled for one year) in 2025.

Also included in the forecasts is the 2FE that KCC have commissioned at the Leigh Academy.

Sevenoaks and Borough Green Non-Selective Planning Group

There are three schools in the Sevenoaks and Borough Green non-selective planning group: Knole Academy, Wrotham School and Trinity School.

The forecast indicates fluctuating demand for Year 7 places for the beginning of the Plan period. There is a small deficit of 15 places forecast in September 2026 and small surpluses through the remainder of the Plan period.

A key factor in this planning group is the impact of the publication of the Sevenoaks Local Plan, which has been explained above. Should the Sevenoaks Local Plan be agreed in the near future, additional housing will see the secondary need increase. KCC has notified Sevenoaks District Council that there is no opportunity to expand any of the existing schools, and that any increase in secondary provision must be accommodated with a new school.

Sevenoaks have indicated that a new development site is being considered in the north of the planning group, at Pedham Place, a former golf course, providing about 2500 new homes. This development must also provide a new secondary school.

No decisions can be made until the Local Plan is published, but it is possible that a new secondary school could be provided in Edenbridge where there is a site that is being held for a new secondary school, if required. The commissioning of a new school in Edenbridge depends on its financial viability. The Department for Education has indicated in the past, a preference for any new secondary schools to be larger (>5FE), rather than smaller (4 - 5FE), which impacts on viability.

Currently, there is insufficient demand in Edenbridge and its environs, to support a new secondary school. If sufficient new housing was outlined in the new Local Plan, or through windfall sites, KCC will again consider whether a new school in Edenbridge is viable.

West Kent Selective Planning Group

There are six schools in the planning group: Judd School, Tonbridge Grammar School, Weald of Kent Grammar School, Skinners' School, Tunbridge Wells Girls' Grammar School and Tunbridge Wells Grammar School for Boys. Tunbridge Wells Grammar School for Boys, and Weald of Kent Grammar School both operate satellites in Sevenoaks district.

The Tunbridge Wells Grammar School for Boys provides 3FE and includes a sixth form provision, while the Weald of Kent Grammar School provides 4FE for Grammar eligible girls, with their sixth form being provided on the main school site in Tonbridge.

The move by Weald of Kent Grammar School to increase their number of places available on the Sevenoaks campus is a de facto increase of 1FE for Sevenoaks, even if it is not an actual increase for the school. This supports the need for more Grammar school places in the wider North Kent area.

Special Educational Needs

Demand for special school places, for all categories, remains high. KCC needed to commission a new 250 place special school for Profound Severe and Complex Needs.

The old Birchwood Primary School site on Russell Way in Swanley was identified as suitable, and a bid was subsequently submitted for a new Special School through KCC’s Safety Valve submission. The bid for DfE funding was successful, and it is anticipated the new school will be opened by September 2027. A provider has been chosen by the DfE through open competition during this year, with the winner being the Leigh Academy Trust. Given the nature of Special Schools and the distances that students travel to receive an appropriate education, the provision will be designed to cater for students in the whole North Kent area.

There are currently no primary Specialist Resourced Provisions (SRP) in Sevenoaks District. KCC has concluded the review of SRP provision across Kent. Should a need for new provision be identified, KCC will ensure new provision is commissioned, where possible, throughout the Plan period.

Planned Commissioning – Sevenoaks

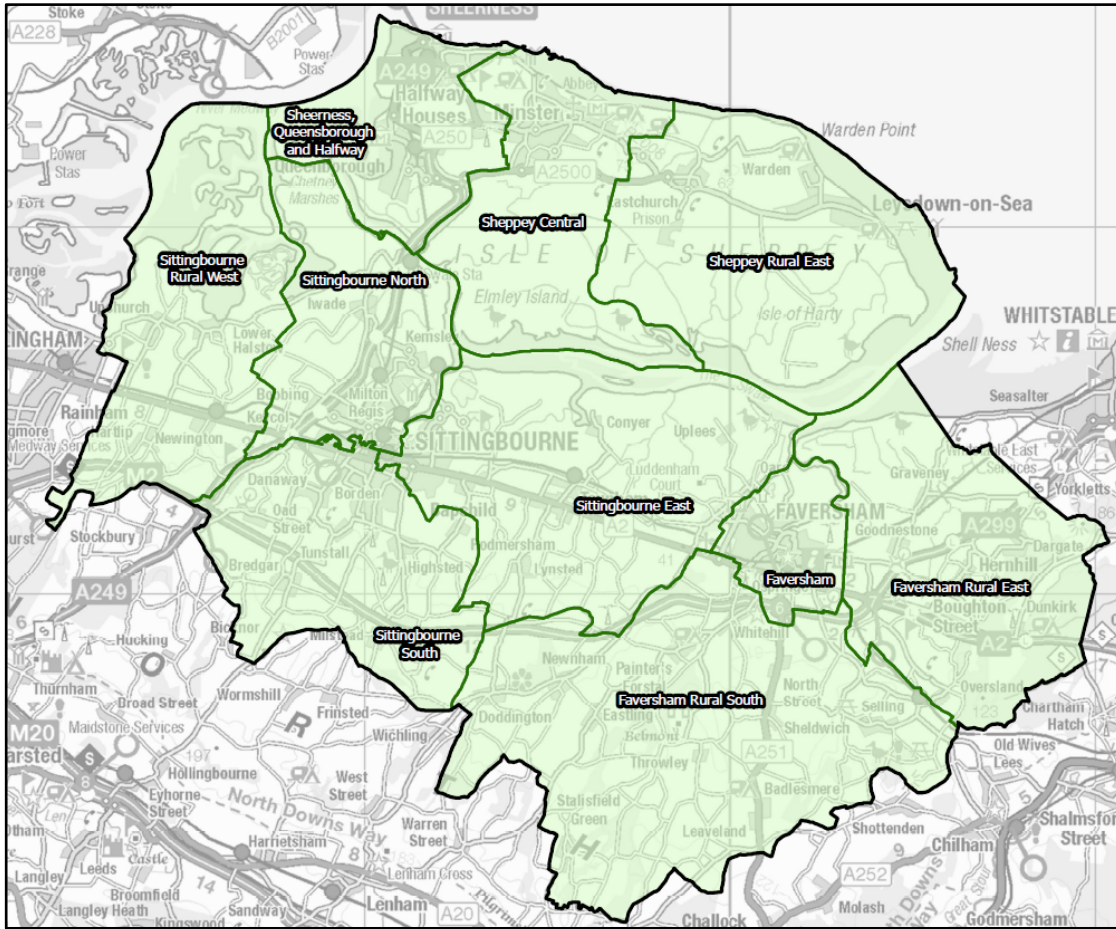
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Dartford and Swanley Non-Selective Planning Group			2FE expansion at Alkerden	2FE expansion at Alkerden		
West Kent Selective		Up to 60 temporary places	Up to 30 temporary places	Up to 30 temporary places		
Special Schools			1 x New 250 place special school for Profound Severe and Complex Needs covering all of North Kent			

7.9. Swale

District commentary

- The birth rate for Swale remains slightly above the County and National averages and follows a similar pattern with a notable decline in the rate from 2016 to 2020, before recovering slightly in 2021 and then declining again in 2022 and 2023. The number of births recorded follows a similar pattern.
- We forecast surplus primary places across the District throughout the Plan period with up to 247 places (8.2FE) for Year R in 2027/28, however there are variances across the planning groups.
- Within the secondary sector, we forecast a pressure in the Sittingbourne non-selective planning group of up to -162 Year 7 places (5.4FE) in 2027/28 and Faversham Planning Group of -22 Year 7 (0.7FE), whilst for the Isle of Sheppey we forecast a surplus of places across the plan period with up to 34 Year 7 places in 2028/29 (1.1FE).
- Swale Borough Council's Local Plan, adopted in July 2017, proposes a total of 13,192 new homes over the Plan period to 2031 with approximately 776 dwellings per year. During the 2013/14 to 2022/23 a total of 6,868 houses were completed (NET) with an average of 687 dwellings per year.
- Swale Borough Council is in the process of reviewing their current local plan and have agreed the Local Development Scheme 2024 (LDS) The LDS sets out the timetable for the Councils Local Plan Review and states that a draft Plan Regulation 18 consultation will be carried out in the fourth quarter of 2024, with a Regulation 19 pre submission consultation in the first quarter of 2025 and submission of the councils Local Plan for the end of the second quarter in 2025.

Map of the Swale Primary Planning Groups



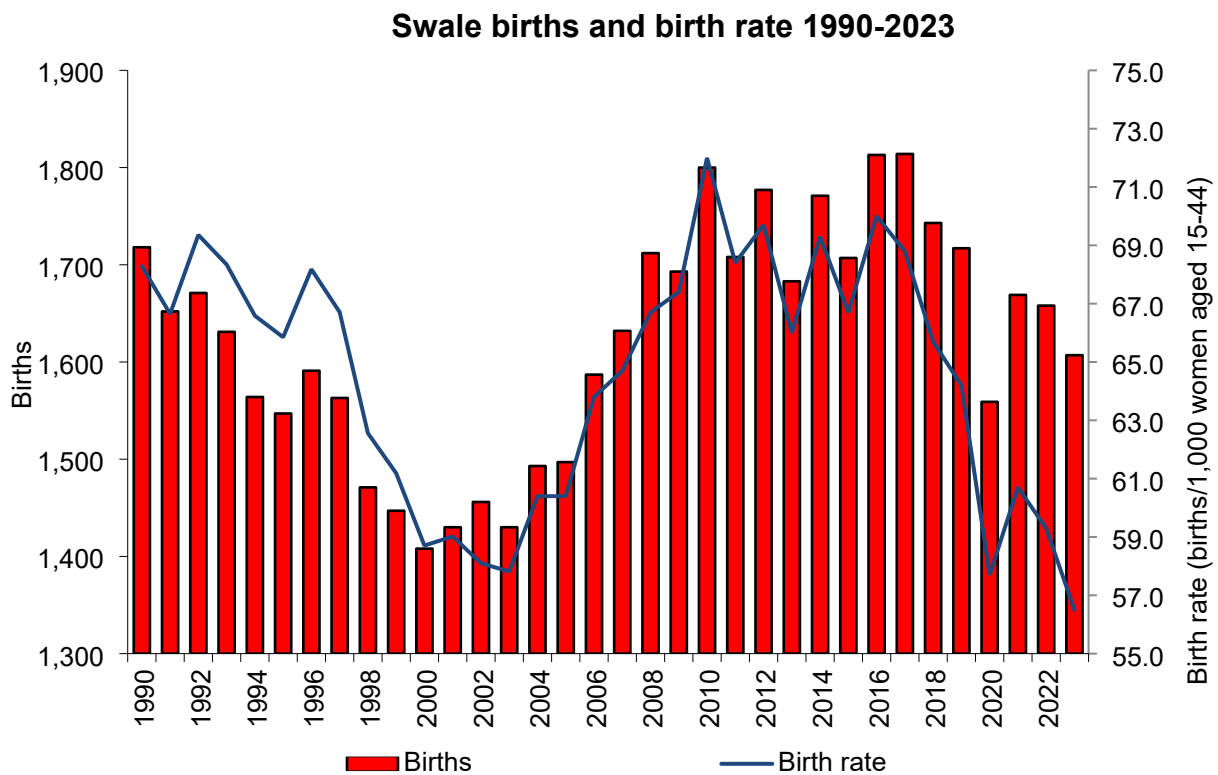
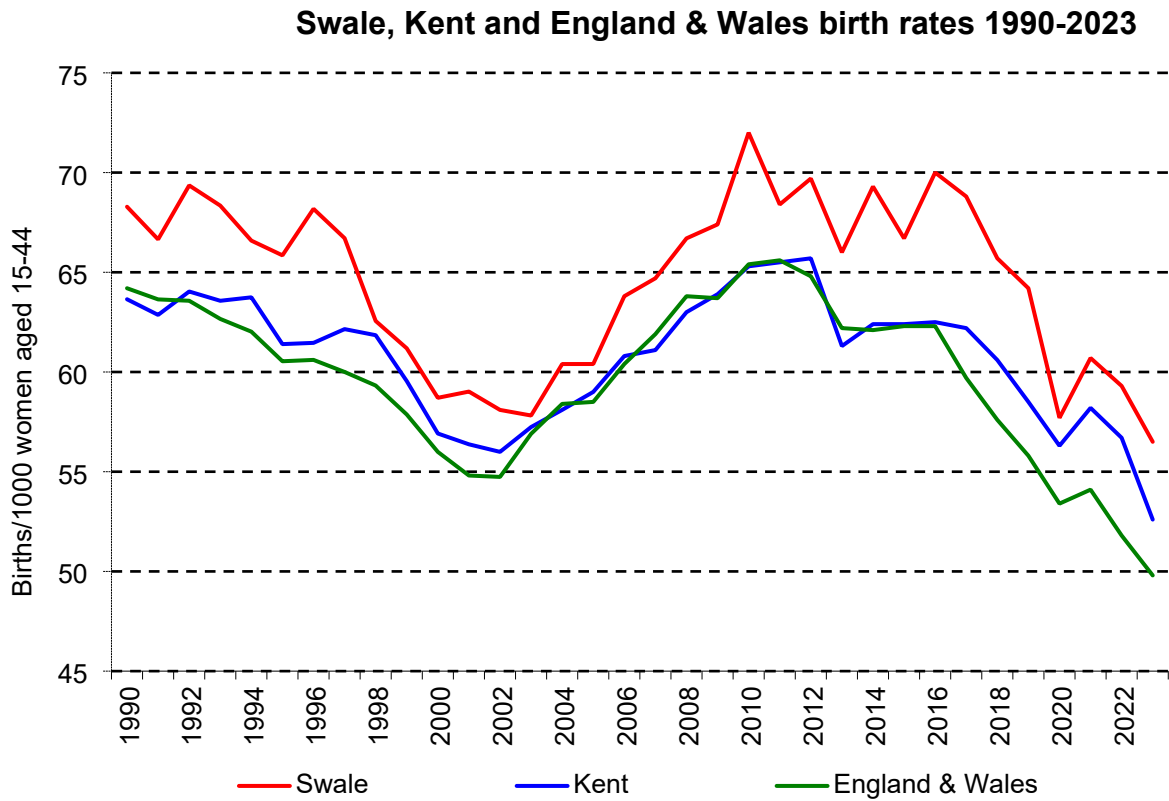
Swale Primary Schools by Planning Group

Planning groups	School	Status
Faversham	Bysing Wood Primary School	Academy
	Davington Primary School	Community
	Ethelbert Road Primary School	Community
	Luddenham School	Academy
	Ospringe CE Primary School	Voluntary Controlled
	St. Mary of Charity CE Primary School	Academy
Faversham Rural East	Boughton-under-Blean and Dunkirk Primary School	Voluntary Controlled
	Graveney Primary School	Academy
	Hernhill CE Primary School	Voluntary Controlled
Faversham Rural South	Eastling Primary School	Community
	Selling CE Primary School	Academy
	Sheldwich Primary School	Academy
Sittingbourne East	Bapchild and Tonge CE Primary School	Voluntary Aided
	Canterbury Road Primary School	Community
	Lansdowne Primary School	Academy
	Lynsted and Norton Primary School	Academy
	South Avenue Primary School	Academy
	Sunny Bank Primary School	Academy
Sittingbourne South	Teynham Parochial CE Primary School	Voluntary Controlled
	Borden CE Primary School	Academy
	Bredgar CE Primary School	Academy
	Milstead and Frinsted CE Primary School	Academy

Planning groups	School	Status
	Minterne Community Junior School	Academy
	Oaks Community Infant School	Academy
	Rodmersham Primary School	Community
	St. Peter's RC Primary School (Sittingbourne)	Academy
	Tunstall CE Primary School	Voluntary Aided
	Westlands Primary School	Academy
Sittingbourne North	Bobbing Village School	Academy
	Grove Park Primary School	Academy
	Iwade School	Academy
	Kemsley Primary Academy	Academy
	Milton Court Primary Academy	Academy
	Regis Manor Primary School	Academy
Sittingbourne Rural West	Hartlip Endowed CE Primary School	Voluntary Aided
	Holywell Primary School	Academy
	Lower Halstow Primary School	Community
	Newington CE Primary School	Voluntary Controlled
Sheerness, Queenborough and Halfway	Halfway Houses Primary School	Academy
	Queenborough School	Academy
	Richmond Academy	Academy
	Rose Street Primary School	Community
	St. Edward's RC Primary School	Academy
	West Minster Primary School	Community
Sheppey central	Minster in Sheppey Primary School	Academy
	St. George's CE Primary School (Minster)	Academy
	Thistle Hill Academy	Academy
Sheppey Rural East	Eastchurch CE Primary School	Academy
	St Clements CE Primary School	Academy

Birth Rate and Births Analysis

The charts below set out the birth rates for the Borough and the number of recorded births.



Swale Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Faversham	240	27	43	16	10	-14	-12	-10	-8	-7	-5	-4	240
Faversham Rural East	75	1	7	12	4	3	4	4	5	6	7	8	75
Faversham Rural South	75	22	4	5	6	-1	-1	0	0	1	1	2	60
Sittingbourne East	270	18	61	31	54	69	68	66	65	65	64	62	285
Sittingbourne South	305	21	32	20	6	32	31	29	28	27	26	25	300
Sittingbourne North	330	3	30	32	21	36	32	28	24	20	16	12	330
Sittingbourne Rural West	105	3	2	5	13	-2	-2	-3	-3	-3	-3	-2	105
Sheerness, Queenborough and Halfway	390	60	49	45	54	60	60	60	60	60	61	60	330
Sheppey Central	210	25	61	63	51	54	55	54	55	55	55	55	210
Sheppey Rural East	60	26	17	20	12	11	10	10	9	8	8	7	60
Swale	2,060	206	307	249	232	247	244	239	235	233	231	225	1,995

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Faversham Non-Selective	210	26	9	23	14	-22	-14	-11	-29	-10	-30	-36	210
Isle of Sheppey Non-Selective	390	71	39	34	34	28	34	22	30	54	74	70	330
Sittingbourne Non-Selective	810	-29	-64	-92	-72	-162	-123	-110	-133	-51	-50	-61	765
Canterbury and Faversham Selective	645	-15	6	20	5	-47	-35	-36	-39	-2	-31	-37	645
Sittingbourne and Sheppey Selective	270	-9	20	18	24	-3	15	9	8	36	39	34	300

Primary District Commentary

Forecasts indicate that across Swale district there will be surplus capacity for Year R throughout the plan period. Year R surplus capacity peaks at 247 places (8.2FE) in 2027/28 for the district, however there are differences across the primary planning groups with place pressures in Sittingbourne Rural West and Faversham and surplus across the Isle of Sheppey Planning Groups.

Faversham Planning Group

Forecasts indicate from 2027/2028 a pressure on places for Year R of -14 (0.5FE), which slowly declines. There are several housing developments and strategic sites in Faversham and dependent on the rate of build-out and occupation of these sites, it is likely that there will be a need for additional capacity. Feasibilities have been undertaken for the future expansion of St Mary's of Charity by 1FE to meet this need when required.

Sittingbourne East Planning Group

Forecasts indicate a surplus of up to 2FE Year R places in Sittingbourne East Planning Group throughout the plan period. It is anticipated that new housing developments in the planning area will increase the need for places. A 1FE expansion of Teynham Primary School, combined with a rebuild of the school, is planned for September 2026 to meet the demand that will arise linked to the housing developments in and around Teynham.

Sittingbourne South and North Planning Groups

Forecasts indicate an ongoing 1FE surplus of places in both Sittingbourne North and Sittingbourne South Planning Groups from 2027/28. It is anticipated that medium to long term, as new housing developments are built and occupied a new 2FE primary school will be established to serve the need from the Wises Lane development in the Sittingbourne South Planning area.

Sittingbourne Rural West Planning Group

Forecasts show a small deficit of places from 2027/2028. It is anticipated that surplus capacity in adjacent primary planning areas will provide sufficient places across the plan period.

Sheerness, Queenborough and Halfway, Sheppey Central and Sheppey Rural East Planning Groups

Forecasts indicate an ongoing surplus of places of 4FE across these three planning groups throughout the plan period. Discussions will take place with the schools on managing this surplus to ensure schools remain viable.

Secondary District Commentary

There are five planning groups within Swale district, or which cross the district boundary (See appendix 13.2 for the non-selective and selective planning group maps). Three of which are non-selective (Faversham, Isle of Sheppey and Sittingbourne) and two selective (Sittingbourne and Sheppey, and Canterbury and Faversham). The commentary below outlines the forecast position for each of the planning groups.

Faversham Non-Selective Planning Group

The Abbey School is the only non-selective school in Faversham.

Forecasts indicate from 2027/28 a pressure on places of up to 1FE continuing throughout the plan period. All the housing developments for Faversham identified in the current Local Plan are being built-out and a 1FE permanent expansion of The Abbey School will be required with a

further 1FE of capacity potentially required to meet the need later in the forecast period as housing occupations increase.

Isle of Sheppey Non-Selective Planning Group

There are two schools in the Isle of Sheppey non-selective planning group: East Kent College Sheppey Secondary and Leigh Academy Minster.

Forecasts for Year 7 show a continuing surplus of places over the Plan period of between 1.1 FE in 2025/2026 to 0.7FE in 2029/2030. This surplus will help to address the deficit in the Sittingbourne non-selective planning area. The forecast surplus places are a direct result of the number of pupils travelling off the Isle of Sheppey for their education into Sittingbourne schools. This results in additional pressure on places in the Sittingbourne non-selective planning group schools. The establishment of two schools on the Isle of Sheppey for September 2024 are part of the plan to address the situation and to help reverse the level of travel off the Island to secondary schools in Sittingbourne.

Sittingbourne Non-Selective Planning Group

There are three schools in the Sittingbourne non-selective planning group: Fulston Manor School, The Westlands School and The Sittingbourne School.

Forecasts indicate that for Year 7 there is a fluctuating deficit of places over the Plan period. In 2025 forecasts show a deficit of -92 (3FE) places rising to a peak of -162 (5.4FE) in 2027/28. The pressure showing in Sittingbourne is exacerbated by the numbers of pupils travelling off the Isle of Sheppey for their secondary education. Surplus capacity in Secondary provision on the Island will help to offset some of the deficit in Sittingbourne. However, temporary bulge provision will be needed from 2025-26 to 2028-29, prior to the addition of permanent provision.

In the longer term, a new 6FE secondary school on the North Sittingbourne Quinton Road housing development will be commissioned between 2029 and 2032.

Sittingbourne and Sheppey Selective Planning Group

There are two Schools in the planning group, Borden Grammar School (Boys) and Highsted Grammar School (Girls).

Forecasts indicate a fluctuation of capacity across the plan period of 18 (0.6FE) in 2025/26 to 9 (03FE) in 2029/30 with a slight deficit in 2027/28.

Canterbury and Faversham Selective Planning Group

There are four schools in the Canterbury and Faversham selective planning group: Barton Court Grammar School, Simon Langton Girls' Grammar School, Simon Langton Grammar School for Boys and Queen Elizabeth's Grammar School.

Forecasts indicate a surplus of places in the planning group until 2027. From 2027/28 there is a pressure forecast in the planning group of between -1.2FE and 1.5FE for Year 7 places across the Plan period. Feasibilities will be undertaken at Simon Langton Girls' School to expand the school.

Planned Commissioning – Swale

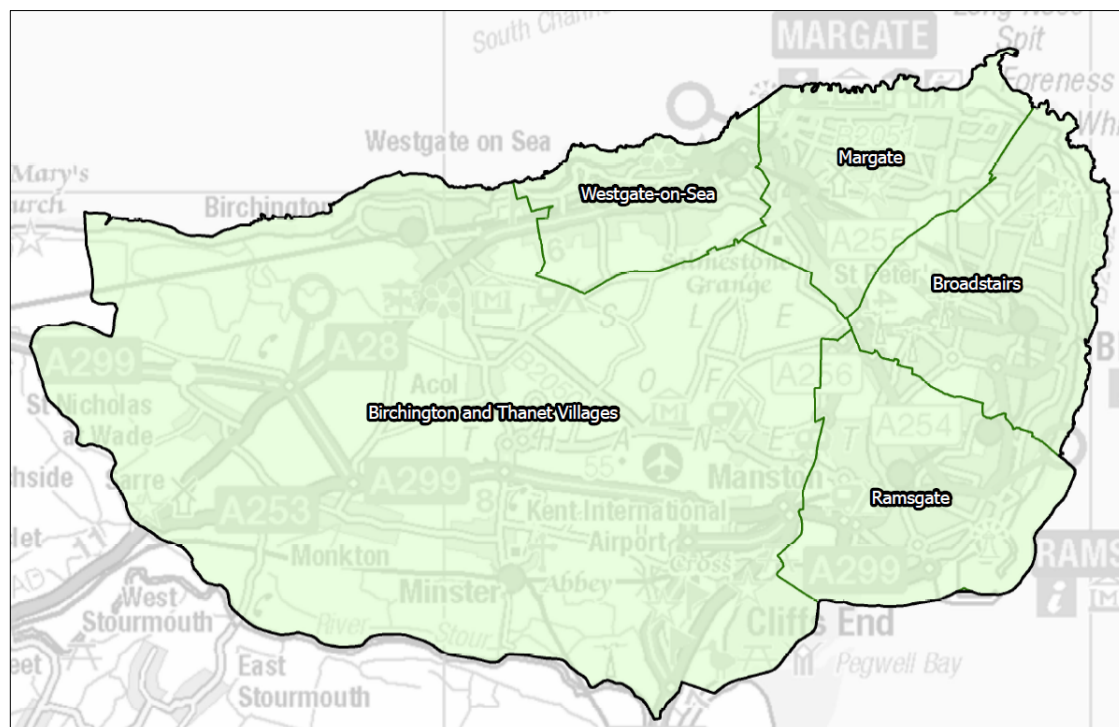
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Faversham				1FE expansion of St Mary's of Charity		
Sittingbourne East		1FE expansion of Teynham PS				
Sittingbourne South					2FE new Primary School at Wises Lane	
Faversham Non-Selective			1FE expansion of Abbey School.		2 nd 1FE expansion of Abbey School	
Sittingbourne Non-selective	Up to 1FE temporary places	Up to 1FE temporary places	Up to 4FE temporary places	Up to 3FE temporary places	6FE new provision on Quinton Road	
Canterbury and Faversham Selective			1FE expansion of Simon Langton Girls School			
Special Schools			40 place expansion of Special school for SEMH with ASD to include Primary provision or a primary satellite			

7.10. Thanet

District commentary

- The birth rate in Thanet fell steadily from 2017, before levelling out in 2022 and then falling significantly in 2023. The birth rate is higher than the National average, but has dipped below the County average. The number of births has similarly decreased since 2017 to a low of 1251 in 2023, which is the lowest for more than 20 years.
- We forecast surplus primary school places across the district throughout the plan period with a peak of 324 places (10.8FE) in 2028/2029.
- Within the secondary sector, Thanet non-selective planning group shows a pressure of between 26 places (0.86FE) to 65 places (2.16FE) from 2025/26 to 2029/30 when a surplus is forecast from 2030/31 of 43 places (1.43FE). There is a surplus of capacity of selective places throughout the plan period for the Thanet selective group.
- Thanet District Council's Local Plan to 2031, adopted on the 9 July 2020, includes the provision of 17,140 additional dwellings in the period up to 2031. During the 2013/14 to 2022/23 a total of 4,095 houses were completed (NET) with an average of 410 per year.
- Thanet District Council is revisiting the timetable for the Thanet Local Plan update subject to the outcome of the new Government's consultation on proposed reforms to the National Planning Policy Framework and other changes to the planning system.

Map of the Thanet Primary Planning Groups



Thanet Primary Schools by Planning Group

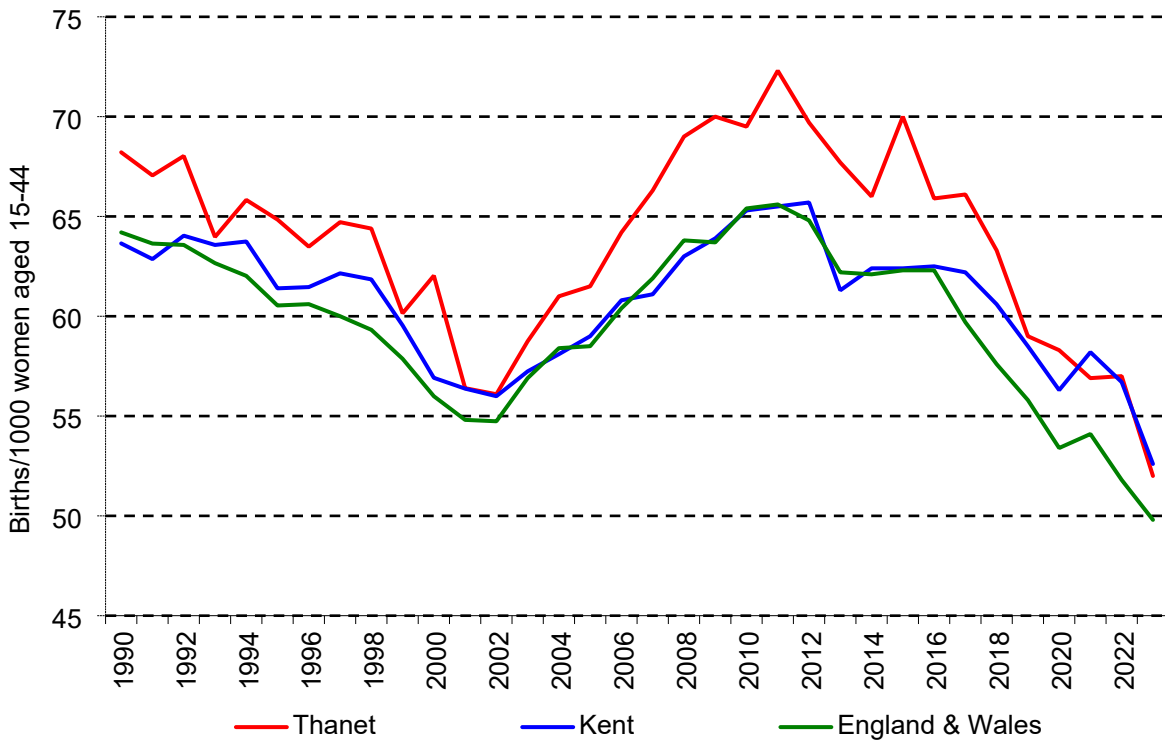
Planning Group	School	Status
Margate	Cliftonville Primary School	Academy
	Drapers Mills Primary Academy	Academy
	Holy Trinity and St. John's CE Primary School	Voluntary Controlled
	Northdown Primary School	Academy
	Palm Bay Primary School	Academy
	Salmestone Primary School	Academy
	St. Gregory's RC Primary School	Academy
Westgate-on-Sea	Garlinge Primary School	Community
	St. Crispin's Community Infant School	Community
	St. Saviour's CE Junior School	Voluntary Controlled
Ramsgate	Chilton Primary School	Academy
	Christ Church CE Junior School	Academy
	Dame Janet Primary Academy	Academy
	Ellington Infant School	Community
	Newington Community Primary School (Ramsgate)	Academy
	Newlands Primary School	Academy
	Priory Infant School	Community
	Ramsgate Arts Primary School	Free
	Ramsgate Holy Trinity CE Primary School	Voluntary Aided
	St. Ethelbert's RC Primary School	Voluntary Aided
St. Laurence-in-Thanet CE Junior Academy	Academy	
Broadstairs	Bromstone Primary School	Foundation
	Callis Grange Infant School	Community
	St. George's CE Primary School (Broadstairs)	Foundation
	St. Joseph's RC Primary School (Broadstairs)	Academy

Planning Group	School	Status
	St. Mildred's Infant School	Community
	St. Peter-in-Thamet CE Junior School	Voluntary Aided
	Upton Junior School	Academy
Birchington and Thanet Villages	Birchington CE Primary School	Voluntary Controlled
	Minster CE Primary School	Voluntary Controlled
	Monkton CE Primary School	Voluntary Controlled
	St. Nicholas at Wade CE Primary School	Voluntary Controlled

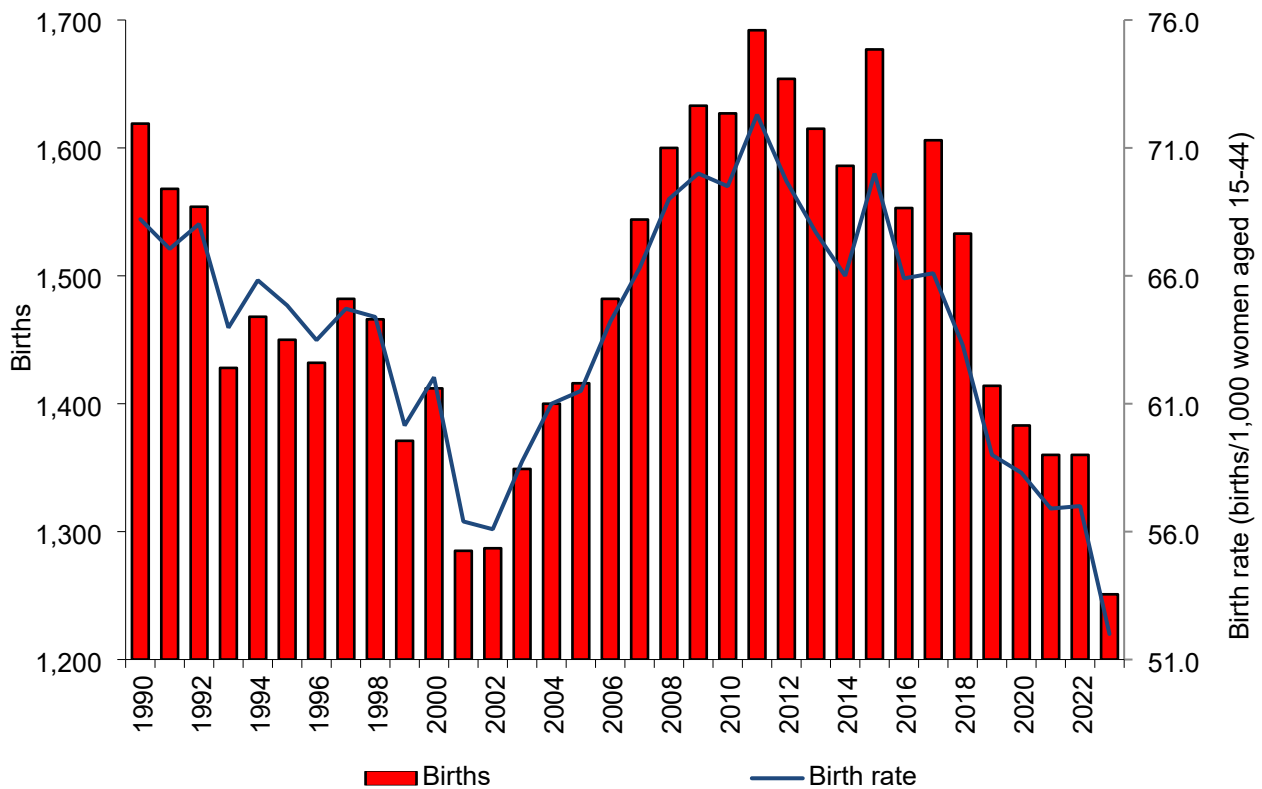
Birth Rate and Births Analysis

The charts below set out the birth rates for the district and the number of recorded births.

Thanet, Kent and England & Wales birth rates 1990-2023



Thanet births and birth rate 1990-2023



Thanet Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Margate	435	91	79	86	74	123	126	126	127	127	127	128	420
Westgate-on-Sea	210	25	36	41	36	33	34	34	34	35	35	36	210
Ramsgate	495	73	58	114	89	111	111	115	118	121	124	126	495
Broadstairs	330	31	31	31	54	61	62	61	61	61	61	61	330
Birchington and Thanet Villages	165	31	23	13	11	-7	-10	-15	-20	-22	-24	-25	165
Thanet	1,635	251	227	285	264	321	324	322	319	322	324	325	1,620

Page 571

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Thanet Non Selective	1,159	1	-16	-26	-29	-30	-14	-65	43	25	72	58	1,099
Thanet Selective	345	7	8	5	5	6	17	-4	26	23	34	36	345

Primary District Commentary

Forecasts indicate that Thanet district has surplus capacity for Year R places across the Plan period. Surplus capacity ranges between 8.5FE in 2025/26 to a peak of 10.8FE in 2028/29.

There are significant differences within the individual planning groups, with Margate and Ramsgate showing high levels of surplus capacity, Westgate-on-sea and Broadstairs also showing spare capacity whilst Birchington and Thanet Villages planning group has a deficit of places.

Margate Planning Group

Forecasts indicate surplus Year R places across the Plan period between 2.8FE in 2025/26 to 4.2FE in 2029/30. Discussions will take place with the schools on options to manage this surplus to ensure schools remain viable. This could be through further reductions in Published Admission Numbers.

Ramsgate Planning Group

Forecasts indicate surplus Year R places across the Plan period of around 3.8FE. Discussions will take place with the schools on options to manage this surplus to ensure schools remain viable. This could be through reduction in Published Admission Numbers.

Planned developments within Birchington and Thanet Villages planning group will help to reduce the current surplus as several of the villages border the Ramsgate planning group. A new 2FE primary school to serve the Manston Green Development may be required in the long term, if all housing proceeds as set out in the Local Plan.

Birchington and Thanet Villages Planning Group

Forecasts indicate a pressure on Year R places in this planning group from 2027/28 that rises gradually to 0.5FE by the end of the forecast period. Initially, the surplus of places in the adjacent planning groups will support this pressure. Any future pupil pressures arising from the developments closer to the borders of the Margate and Ramsgate planning groups could initially be accommodated in Margate and Ramsgate schools due to the surplus capacity available. Birchington Primary School can also revert to a 3FE PAN to support the initial pressure from new housing in Birchington. New primary school provision to serve any new housing developments may be required later in the Plan period in Birchington and/or Westgate-on-Sea if all housing comes forward as set out in the Local Plan.

Secondary District Commentary

There are two planning groups which are within Thanet district, one non-selective and one selective (See appendix 13.2 for the non-selective and selective planning group maps). The commentary below outlines the forecast position for each of the planning groups.

Thanet Non-Selective Planning Group

There are six schools in the Thanet non-selective planning group: Charles Dickens School, Hartsdown Academy, King Ethelbert School, Royal Harbour Academy, St George's CE Foundation School and Ursuline College.

Forecasts indicate a deficit of places of 26 (0.9FE) in 2025/26 rising to a high of -65 (2.2FE) in 2029/30. After this, the forecast indicates a surplus of places. Discussions will be held with the Thanet non-selective schools on managing the need for places in the short term via bulge classes.

Thanet Selective Planning Group

There are two schools in the Thanet selective planning group: Chatham and Clarendon Grammar School and Dane Court Grammar School. Forecasts indicate a slight fluctuation of surplus places throughout the plan period.

Planned Commissioning – Thanet

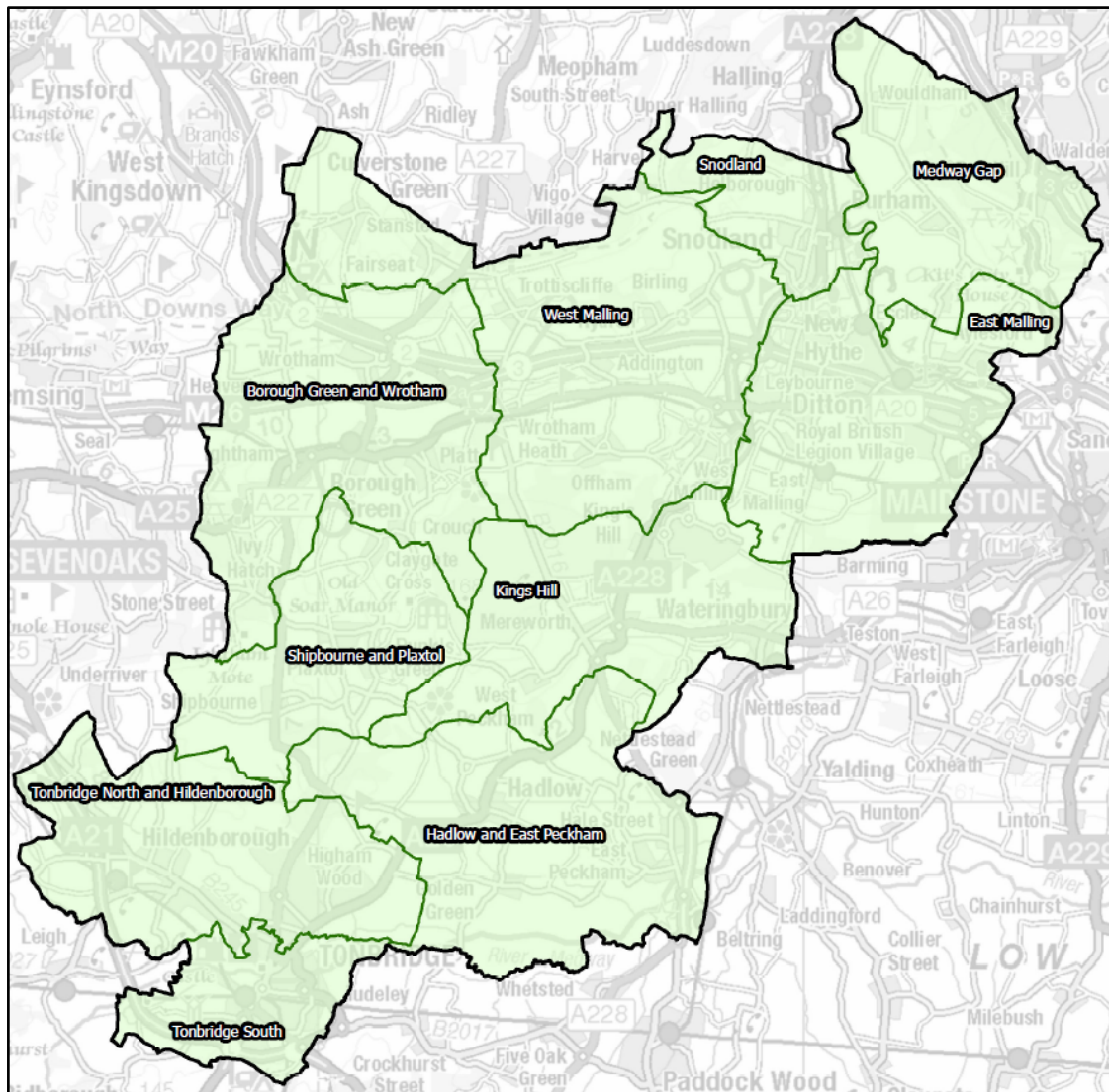
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Ramsgate						2FE new primary at Manston Green
Birchington and Thanet Villages						2FE new primary in Birchington and/or Westgate on Sea
Westgate-on-Sea						2FE new primary in Birchington and/or Westgate on Sea
Thanet Non-Selective	Up to 1FE temporary places	Up to 1FE temporary places	Up to 1FE temporary places	Up to 0.5FE temporary places	Up to 2FE temporary places	
Specialist Resourced Provision		30 place Secondary SRP for ASD				

7.11. Tonbridge and Malling

Borough commentary

- The birth rate for Tonbridge and Malling dropped from 2018 to 2020, before increasing slightly in 2021 and then falling sharply in 2022 and 2023. The number of births also increased in 2021, before falling back in 2022 and the dropping significantly in 2023 to 1253 births which is the lowest since 2013.
- We forecast sufficient primary school places across the Borough to meet demand across the Plan period. However, there is local place pressures within some planning groups which will need to be addressed. Within the Non-Selective secondary planning groups, we anticipate sufficient places during the Plan period, apart from a small deficit in 2026-27 within the Sevenoaks and Borough Green Non-Selective. The West Kent Selective planning group as has small deficits forecast for the Plan period.
- On 13 July 2021, Tonbridge and Malling Borough Council withdrew their proposed Local Plan from public examination. The Borough Council expects to submit a revised plan to the Secretary of State 2025. The forecasts within the Kent Commissioning Plan incorporate consented housing proposals and remaining sites to be built out from the current Core Strategy. Any housing proposals from emerging Local Plans are not incorporated within the forecasts.

Map of the Tonbridge and Malling Primary Planning Groups



Tonbridge and Malling Primary Schools by Planning Group

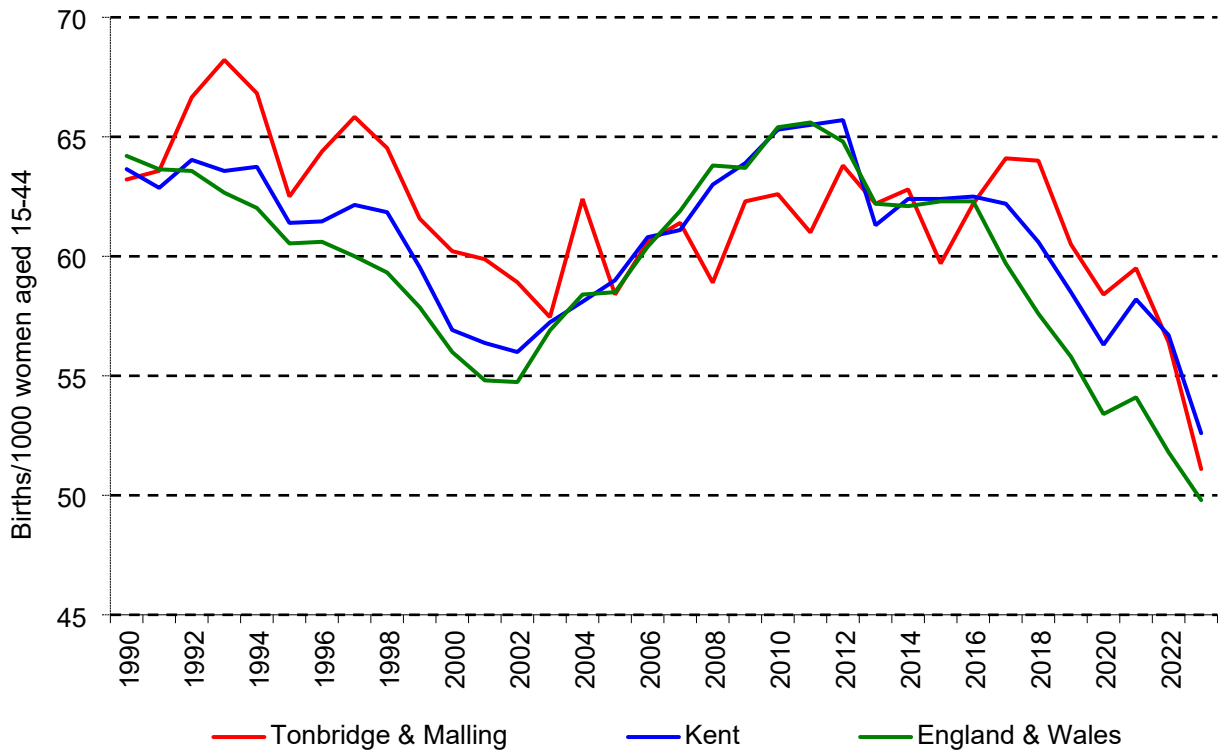
Planning Groups	School	Status
Tonbridge South	Bishop Chavasse CE Primary School	Free
	Royal Rise Primary School	Academy
	Slade Primary School	Community
	Sussex Road Community Primary School	Community
Tonbridge North and Hildenborough	Cage Green Primary School	Academy
	Hildenborough CE Primary School	Voluntary Controlled
	Long Mead Community Primary School	Community
	St. Margaret Clitherow RC Primary School	Academy
	Stocks Green Primary School	Community
Hadlow and East Peckham	East Peckham Primary School	Community
	Hadlow Primary School	Community
Shipbourne and Plaxtol	Plaxtol Primary School	Community
	Shipbourne School	Community
Kings Hill	Discovery School	Community
	Kings Hill School	Community
	Mereworth Community Primary School	Community
	Valley Invicta Primary School at Kings Hill	Academy

Planning Groups	School	Status
	Wateringbury CE Primary School	Voluntary Aided
Borough Green and Wrotham	Borough Green Primary School	Foundation
	Ightham Primary School	Community
	Platt CE Primary School	Voluntary Aided
	St. George's CE Primary School (Wrotham)	Voluntary Controlled
West Malling	More Park RC Primary School	Academy
	Offham Primary School	Community
	Ryarsh Primary School	Community
	Trottiscliffe CE Primary School	Voluntary Controlled
	Valley Invicta Primary School at Leybourne Chase	Academy
	West Malling CE Primary School	Academy
East Malling	Brookfield Infant School	Community
	Brookfield Junior School	Community
	Ditton CE Junior School	Voluntary Aided
	Ditton Infant School	Foundation
	Leybourne St. Peter and St. Paul CE Primary School	Voluntary Aided
	Lunsford Primary School	Community
	St. James the Great Academy	Academy
	St. Peter's CE Primary School (Aylesford)	Voluntary Controlled
	Valley Invicta Primary School at Aylesford	Academy
Snodland	Snodland CE Primary School	Voluntary Aided
	St. Katherine's School (Snodland)	Academy
	Valley Invicta Primary School at Holborough Lakes	Academy
Medway Gap	Burham CE Primary School	Voluntary Controlled
	St. Mark's CE Primary School (Eccles)	Academy
	Tunbury Primary School	Community
	Wouldham All Saint's CE Primary School	Voluntary Controlled

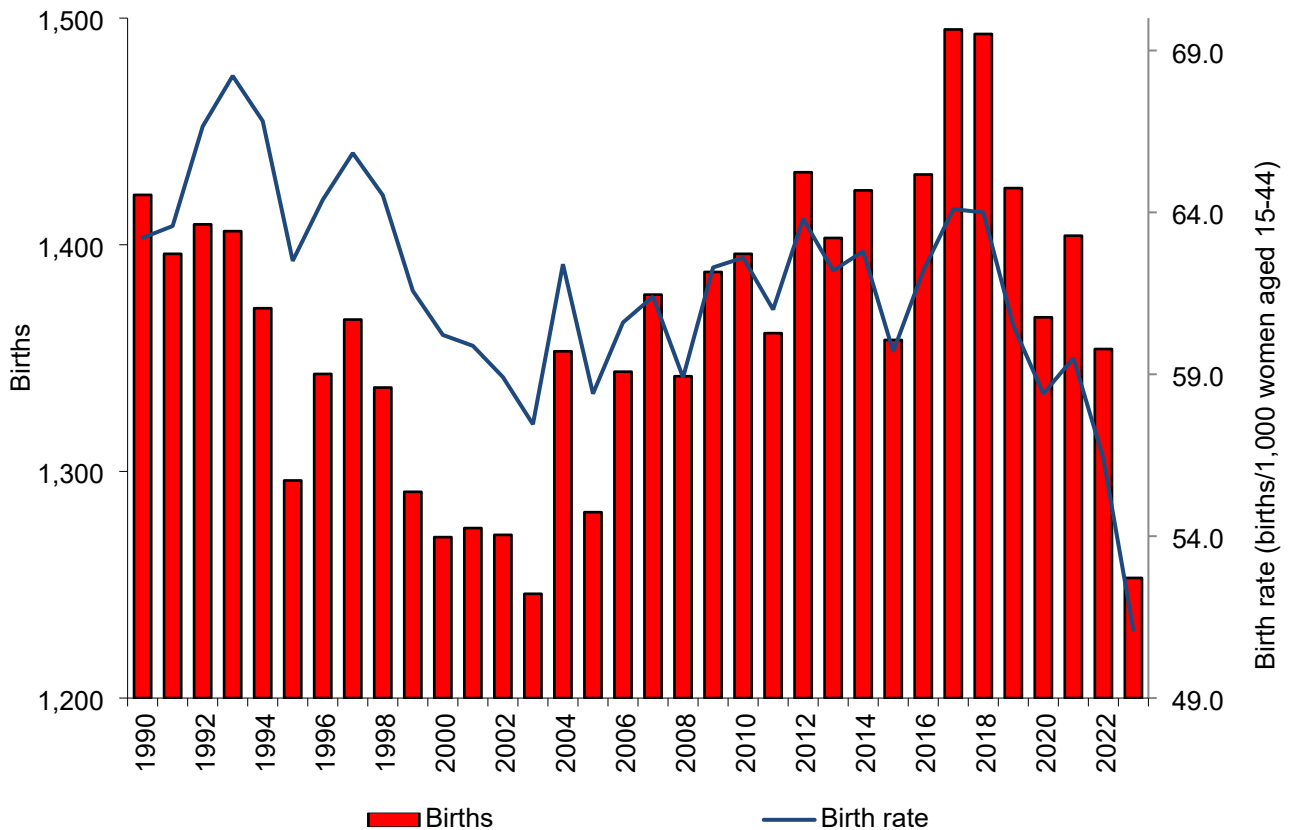
Birth Rate and Births Analysis

The charts below set out the birth rates for the Borough and the number of recorded births.

Tonbridge & Malling, Kent and England & Wales birth rates 1990-2023



Tonbridge & Malling births and birth rate 1990-2023



Tonbridge and Malling Analysis – Primary

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Tonbridge South	210	37	36	23	25	52	53	53	54	55	57	59	210
Tonbridge North and Hildenborough	270	71	68	57	64	63	64	65	66	67	69	71	255
Hadlow and East Peckham	60	9	14	4	14	8	9	9	9	10	11	13	60
Shipbourne and Plaxtol	23	8	9	4	7	6	6	7	7	7	7	7	24
Kings Hill	240	24	40	13	35	39	40	39	38	38	38	37	240
Borough Green and Wrotham	135	11	32	12	21	42	41	40	39	39	39	38	135
West Malling	162	18	10	11	-6	21	17	12	8	5	1	-2	162
East Malling	294	35	22	42	36	36	31	26	26	27	28	30	294
Snodland	180	25	-4	8	7	5	5	4	3	2	2	2	150
Medway Gap	198	49	25	16	3	-11	-14	-18	-20	-23	-24	-25	198
Tonbridge & Malling	1,772	287	252	191	203	260	252	237	230	227	228	229	1,728

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Malling Non-Selective	543	43	44	61	67	17	36	33	59	40	64	55	543
Sevenoaks and Borough Green Non-Selective	610	-25	-31	22	-15	11	5	13	16	59	11	32	630
Tonbridge and Tunbridge Wells Non-Selective	1,584	64	116	154	63	92	55	34	124	104	81	109	1,612
West Kent Selective	1,270	-23	-33	19	-46	-20	-29	-12	37	61	51	71	1,264

Primary District Commentary

For primary education, the overall forecasts indicate sufficient places to meet demand across the Plan period. However, there are local place pressures within the some of the individual planning groups.

West Malling Planning Group

Forecasts for West Malling show a small deficit in 2026-27 that can be accommodated in the adjacent Kings Hill planning group.

Medway Gap Planning Group

The planning group is forecast to have a deficit from 2027-28 that increases throughout the Plan period. Where the demand in the short to medium term cannot be accommodated in neighbouring planning groups, we will work with local schools to establish bulge provision before seeking a more permanent solution via the expansion of an existing school towards the end of the forecast period. The demand for school places within this group can be impacted by children resident in Medway, we will work with Medway Council when determining the most appropriate commissioning strategy for ensuring all children have a school place.

Secondary District Commentary

There are four planning groups which are within Tonbridge and Malling Borough or which cross the Borough boundary (See appendix 12.2 for the non-selective and selective planning group maps). Three of which are non-selective. The commentary below outlines the forecast position for each of the planning groups.

Malling Non-Selective Planning Group

There are three schools in the planning group: Aylesford School, Holmesdale School and Malling School. Forecasts indicate that there will be sufficient Year 7 places across the Plan period.

Sevenoaks and Borough Green Non-Selective Planning Group

There are three schools in the Sevenoaks and Borough Green non-selective planning group: Knowle Academy, Wrotham School and Trinity School.

The forecast indicates a 15 place deficit in 2026-27, before then showing surpluses for the remainder of the Plan period. We anticipate that the adjacent Tonbridge and Tunbridge Wells planning group will provide places for this deficit, however we will also work with existing schools to offer bulge provision of up to 30 places to meet the deficit in 2026-27 if required.

Tonbridge and Tunbridge Wells Non-Selective Planning Group

There are eight schools in the planning group: Hadlow Rural Community School, Hayesbrook School, Hillview School for Girls, Hugh Christie Technology College, Bennett Memorial Diocesan School, Mascalls Academy, Skinners' Kent Academy and St. Gregory's Catholic School.

Forecasts indicate that there will be sufficient Year 7 places across the Plan period. It should be noted that these forecasts do not incorporate the impact of housing growth associated with unconsented or unallocated development outside of an adopted Local Plan, therefore future strategic housing growth may have a significant impact over and above the forecast need.

West Kent Selective Planning Group

There are six schools in the planning group: Judd School, Tonbridge Grammar School, Weald of Kent Grammar School, Skinners' School, Tunbridge Wells Girls' Grammar School and Tunbridge Wells Grammar School for Boys.

The forecast indicates that there will be fluctuating deficits through to 2030-31 when there is a forecast surplus. We anticipate that these forecast deficits will be met through commissioned bulge provision in existing schools where necessary or own admission authorities offering over their PAN. We will keep the need for additional permanent capacity under review.

Planned Commissioning – Tonbridge and Malling

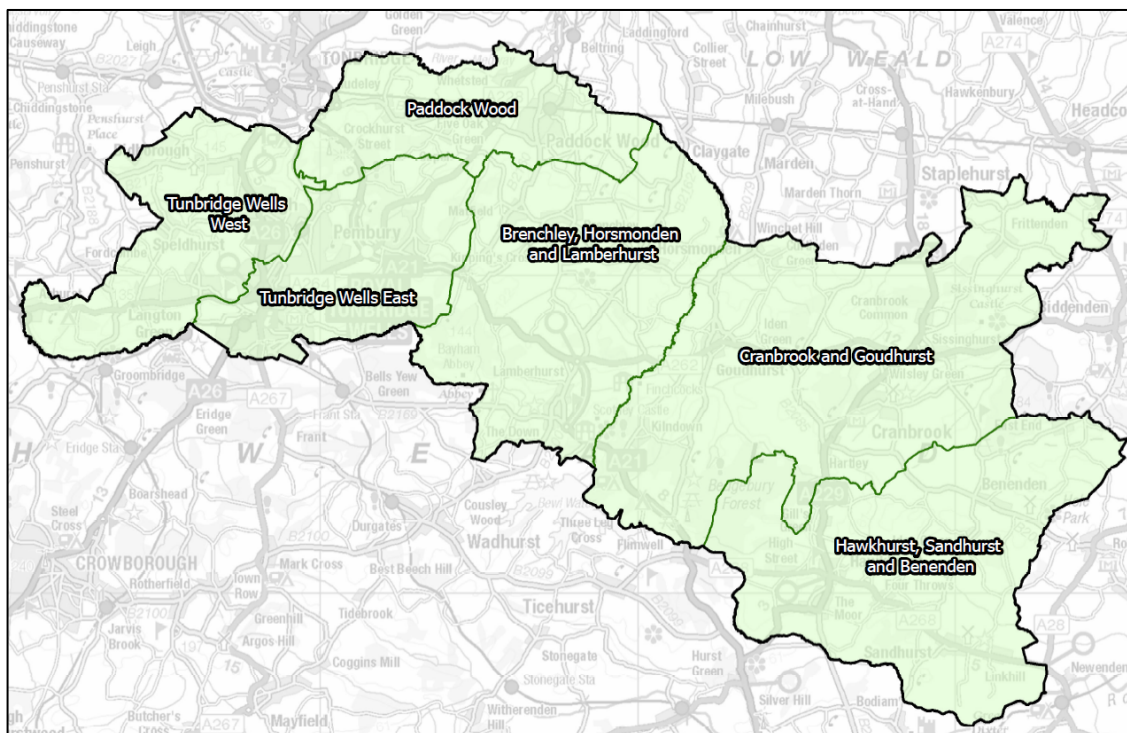
Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Medway Gap					1FE Expansion of Existing School	
West Kent Selective		Up to 60 temporary places	Up to 30 temporary places	Up to 30 temporary places		
Specialist Schools			50 place Satellite of a PSCN School			

7.12. Tunbridge Wells

Borough Commentary

- The birth rate for Tunbridge Wells has in general been falling since 2010 and continued to drop in 2023. However the rate is still above both the county and national averages. The number of recorded births has followed a similar trend to a low of 1068 in 2023, which is the lowest for more than 20 years.
- We forecast sufficient primary school places across the Borough throughout the Plan period albeit there is local place pressure within the Cranbrook and Goudhurst, the Brenchley, Horsmonden and Lamberhurst and the Paddock Wood planning groups. Within the secondary sector, we anticipate there will be sufficient places during the Plan period within the Tonbridge and Tunbridge Wells Non-Selective and the Cranbrook Selective groups. The West Kent Selective planning group as has small deficits forecast for the Plan period.
- Consultation took place on Issues and Options for the new Local Plan in 2017 and on a Draft Local Plan in autumn 2019, a final proposed Local Plan is now undergoing independent examination. The assessed housing need for the Borough is 678 dwellings per annum, equivalent to some 12,200 additional homes over the plan period to 2038. We will continue working with the Borough Council to ensure sufficient education provision is provided for future housing growth. During the 5 year period 2015-16 to 2019-20 a total of 2473 houses were completed with an average of 494.6 per year, which is below the required average based on objectively assesses hosing need.

Map of the Tunbridge Wells Primary Planning Groups



Tunbridge Wells Primary Schools by Planning Group

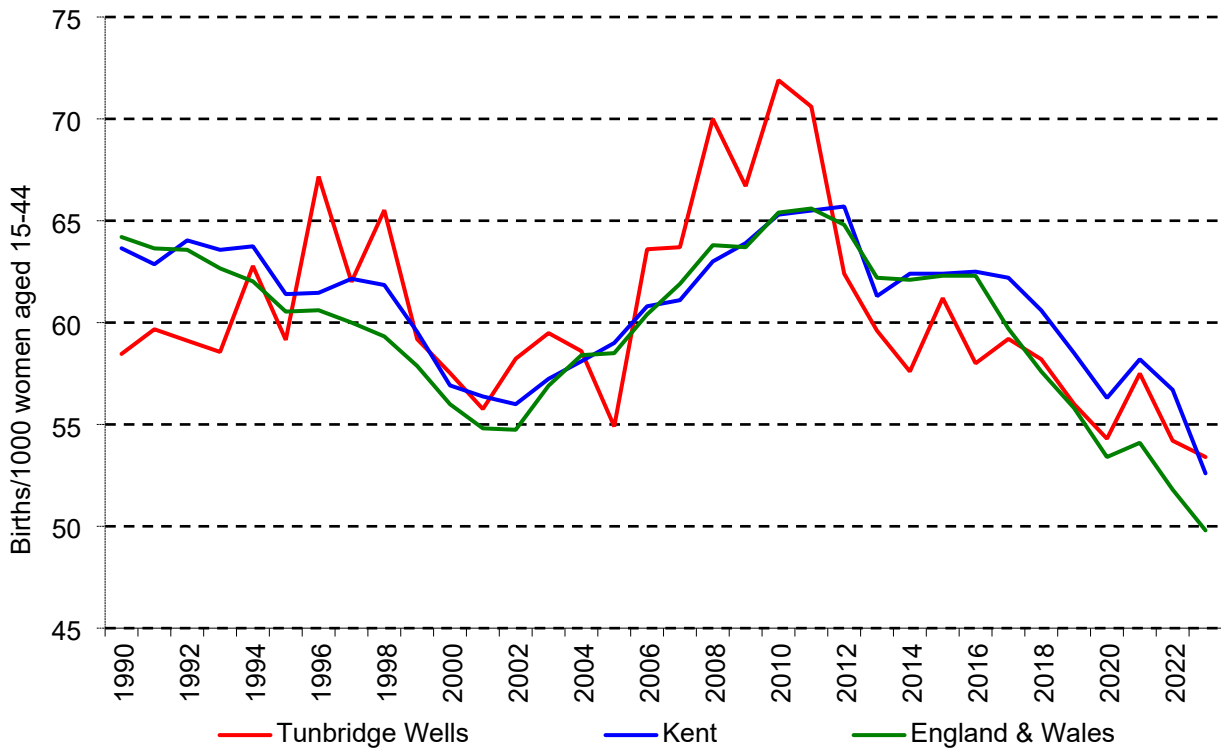
Planning Groups	School	Status
Tunbridge Wells East	Broadwater Down Primary School	Community
	Claremont Primary School	Community
	Pembury School	Community
	Skinners' Kent Primary School	Academy
	St. Barnabas CE Primary School	Voluntary Aided
	St. James' CE Primary School	Voluntary Aided
	St. Mark's CE Primary School (Tunbridge Wells)	Voluntary Controlled
	St. Peter's CE Primary School (Tunbridge Wells)	Voluntary Controlled
	Temple Grove Academy	Academy
	Wells Free School	Free
Tunbridge Wells West	Bidborough CE Primary School	Voluntary Controlled
	Bishops Down Primary School	Community
	Langton Green Primary School	Community
	Rusthall St. Paul's CE Primary School	Voluntary Aided
	Southborough CE Primary School	Voluntary Controlled
	Speldhurst CE Primary School	Voluntary Aided
	St. Augustine's RC Primary School (Tunbridge Wells)	Academy
	St. John's CE Primary School (Tunbridge Wells)	Voluntary Controlled
Paddock Wood	Capel Primary School	Community
	Paddock Wood Primary School	Academy
Branchley, Horsmonden and Lamberhurst	Branchley and Matfield CE Primary School	Academy
	Horsmonden Primary School	Academy
	Lamberhurst St. Mary's CE Primary School	Voluntary Controlled
Cranbrook and Goudhurst	Colliers Green CE Primary School	Voluntary Aided
	Cranbrook CE Primary School	Voluntary Controlled

Planning Groups	School	Status
	Frittenden CE Primary School	Voluntary Controlled
	Goudhurst and Kilndown CE Primary School	Voluntary Controlled
	Sissinghurst CE Primary School	Voluntary Aided
Hawkhurst, Sandhurst and Benenden	Benenden CE Primary School	Voluntary Controlled
	Hawkhurst CE Primary School	Voluntary Controlled
	Sandhurst Primary School	Community

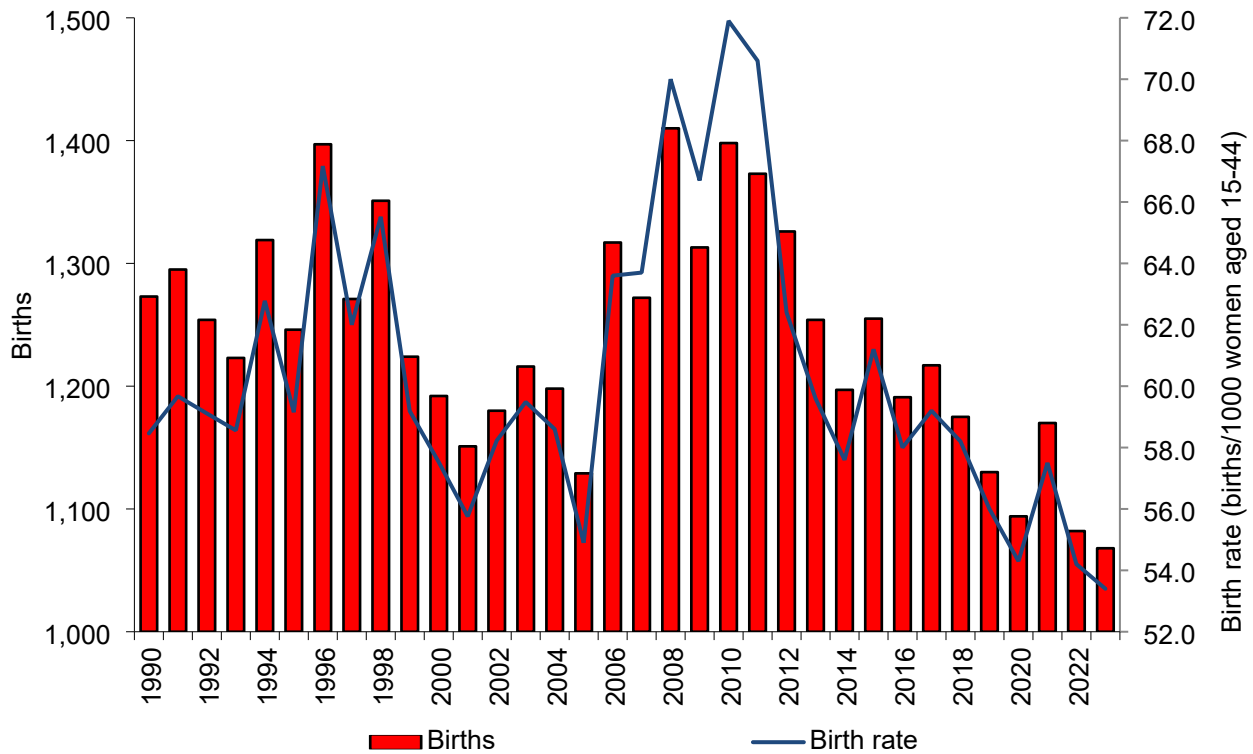
Birth Rate Analysis

The charts below set out the birth rates for the Borough and the number of recorded births.

Tunbridge Wells, Kent and England & Wales birth rates 1990-2023



Tunbridge Wells births and birth rate 1990-2023



Tunbridge Wells Forecasts

Primary - Year R Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Tunbridge Wells East	450	60	92	97	112	119	120	120	120	119	119	117	450
Tunbridge Wells West	435	37	-2	53	56	93	95	96	97	98	100	101	450
Paddock Wood	120	4	-19	-16	-21	-38	-39	-40	-41	-43	-43	-44	120
Brenchley, Horsmonden and Lamberhurst	90	1	5	-7	-14	-6	-6	-6	-5	-5	-4	-4	90
Cranbrook and Goudhurst	111	-6	7	-6	-11	-9	-9	-9	-9	-8	-7	-6	121
Hawkhurst, Sandhurst and Benenden	90	3	6	4	6	7	8	10	11	12	13	15	90
Tunbridge Wells	1,296	99	89	126	129	166	170	171	172	174	177	180	1,321

Secondary - Year 7 Surplus/Deficit Capacity if No Further Action is Taken

Planning Group name	2023-24 capacity	2023-24 (A)	2024-25 (F)	2025-26 (F)	2026-27 (F)	2027-28 (F)	2028-29 (F)	2029-30 (F)	2030-31 (F)	2031-32 (F)	2032-33 (F)	2033-34 (F)	2033-34 capacity
Tenterden and Cranbrook Non-Selective	360	73	73	58	42	36	31	25	40	24	22	27	360
Tonbridge and Tunbridge Wells Non-Selective	1,584	64	116	154	63	92	55	34	124	104	81	109	1,612
Cranbrook Selective	90	-1	20	23	18	8	10	9	7	9	0	0	90
West Kent Selective	1,270	-23	-33	19	-46	-20	-29	-12	37	61	51	71	1,264

Primary District Commentary

For primary education the overall forecasts indicate sufficient places to meet demand across the Plan period for Year R and all primary years. There is local place pressure within the Paddock Wood, the Brenchley, Horsmonden and Lamberhurst and the Cranbrook and Goudhurst planning groups

The Year R surplus in Tunbridge Wells town (Tunbridge Wells East and West planning groups) is forecast to be in excess of 20% during the Plan period; depending on the distribution of this surplus between schools it may necessitate adjustment to the PANs of individual schools in order to ensure class sizes remain financially viable.

Paddock Wood Planning Group

The planning group is forecast to have deficits that increase throughout the Plan period. We will monitor the situation but anticipate that the deficits will be accommodated in the neighbouring planning groups or within one of the small schools within the planning group offering over PAN for the first 2 years of the Plan period. However, the demand of more than 1 FE is forecast from 2027-28. To meet this demand we will seek to establish a new primary school within the town.

Brenchley, Horsmonden and Lamberhurst Planning Group

The planning group is forecast to small deficits across the Plan period. We will monitor the situation but anticipate that the deficits will be accommodated in the neighbouring planning groups or within one of the small schools within the planning group offering over PAN.

Cranbrook and Goudhurst Planning Group

Forecasts indicate deficits throughout the Plan period. We will seek to provide sufficient capacity within the planning group through additional temporary provision in those schools with a PAN of less than 1FE from during the initial years of the Plan period. The forecast ongoing deficit is less than 1FE; careful consideration of any detriment to existing schools will be given prior to a permanent commissioning strategy being adopted.

Secondary District Commentary

There are four planning groups which are within Tunbridge Wells Borough or which cross the Borough boundary, two non-selective and two selective (See appendix 12.2 for the non-selective and selective planning group maps). The commentary below outlines the forecast position for each of the planning groups.

Tenterden and Cranbrook Non-Selective Planning Group

Following a substantive decision by the Secretary of State for Education to close High Weald Academy on 31 August 2022, this is a single school planning group containing Homewood School and Sixth Form Centre. There is forecast to be sufficient places in this planning group throughout the plan period.

Tonbridge and Tunbridge Wells Non-Selective Planning Group

There are eight schools in the planning group: Hadlow Rural Community School, Hayesbrook School, Hillview School for Girls, Hugh Christie Technology College, Bennett Memorial Diocesan School, Mascalls Academy, Skinners' Kent Academy and St. Gregory's Catholic School.

Forecasts indicate that there will be sufficient Year 7 places across the Plan period. It should be noted that these forecasts do not incorporate the impact of housing growth associated with unconsented or unallocated development outside of an adopted Local Plan, therefore future

strategic housing growth may have a significant impact over and above the forecast need.

Cranbrook Selective Planning Group

There is only one school in the Cranbrook selective planning group: Cranbrook School. We forecast sufficient Year 7 and Years 7-11 places throughout the Plan period.

West Kent Selective Planning Group

There are six schools in the planning group: Judd School, Tonbridge Grammar School, Weald of Kent Grammar School, Skinners' School, Tunbridge Wells Girls' Grammar School and Tunbridge Wells Grammar School for Boys.

The forecast indicates that there will be fluctuating deficits through to 2030-31 when there is a forecast surplus. We anticipate that these forecast deficits will be met through commissioned bulge provision in existing schools where necessary or own admission authorities offering over their PAN. We will keep the need for additional permanent capacity under review.

Planned Commissioning – Tunbridge Wells

Planning Group	By 2025-26	By 2026-27	By 2027-28	By 2028-29	Between 2029-32	Post 2032
Cranbrook and Goudhurst Planning Group	Up to 10 temporary places	Up to 10 temporary places	Up to 10 temporary places	1 FE permanent expansion of existing school		
Paddock Wood			1FE Through Establishment of New Primary School			
West Kent Selective		Up to 60 temporary places	Up to 30 temporary places	Up to 30 temporary places		
Special Schools						

8. Commissioning Special Educational Needs

8.1 Duties to Provide for Special Educational Needs and Disabilities (SEND)

The Children and Families Act 2014 sets out the responsibility to improve services, life chances and choices for vulnerable children and to support families. The Act extends the SEND system from birth to 25, where appropriate, giving children, young people and their parents/carers greater control and choice in decisions and ensuring needs are properly met.

The Equality Act 2010 and Part 3 of the Children and Families Act 2014 interact in several important ways. They share a common focus on removing barriers to learning. In the Children and Families Act 2014 duties for planning, commissioning, and reviewing provision, the Local Offer and the duties requiring different agencies to work together apply to all children and young people with Special Education Needs (SEN) or disabilities. The Code of Practice 2015 which applies to England, explains the duties of local authorities, health bodies, schools and colleges to provide for those with special educational needs under part 3 of the Children and Families Act 2014.

8.2 Kent Overview

Kent has a significantly large number of pupils with an Education Health & Care Plan (EHCP). We remain an outlier nationally with a rate of growth in EHCPs well above national averages per 10,000 children. The number of EHCPs in January 2024 was 19,407.

Kent has proportionately:

- fewer children identified as requiring SEN support in mainstream schools when compared to the national average.
- fewer children with EHCPs educated in our mainstream schools compared to national and statistical neighbour averages.
- more children placed in either maintained special or independent special schools or Specialist Resource Provisions than national and statistical neighbour averages.

Kent is now part of the DfE Safety Valve programme. The programme aims to support Local Authorities to reform their High Needs systems and SEND services for children and young people while ensuring services are sustainable.

Whilst we acknowledge that Special Schools play an important role in the continuum of education provision in Kent, we also need to focus on developing the role of mainstream schools, including SRPs, to successfully support more complex children and young people with SEND.

KCC produces an annual SEND Sufficiency Plan for children and young people. In addition, the reviews of Special Schools, Specialist Resource Provisions and Early Years Provision will contribute to a revised SEND Strategy, setting out the direction for the next five years. The outcomes from these reviews and further work to inform KCC's approach to supporting children and young people with Social, Emotional and Mental Health (SEMH) needs, aligned with the approach to Alternative Provision across all twelve of Kent's districts, will inform the revision of the new SEND Sufficiency Plan.

The SEND Sufficiency Plan sits under the Commissioning Plan for Education Provision in Kent to inform strategic educational place planning. The purpose of the SEND Sufficiency Plan is to inform and support the Local Authority in its development of strategic place planning for SEND educational provision in the medium to long term. There are four key aims for the Sufficiency Plan.

- Inform medium to longer term commissioning/decommissioning of places for children and young people with an EHCP.
- Inform capital investment planning and future bids to DfE Wave programmes.
- Inform high level discussions with providers around required changes to current provision.
- Support the delivery of the Safety Valve programme, bringing Kent in-line with other local authorities' patterns of provision.

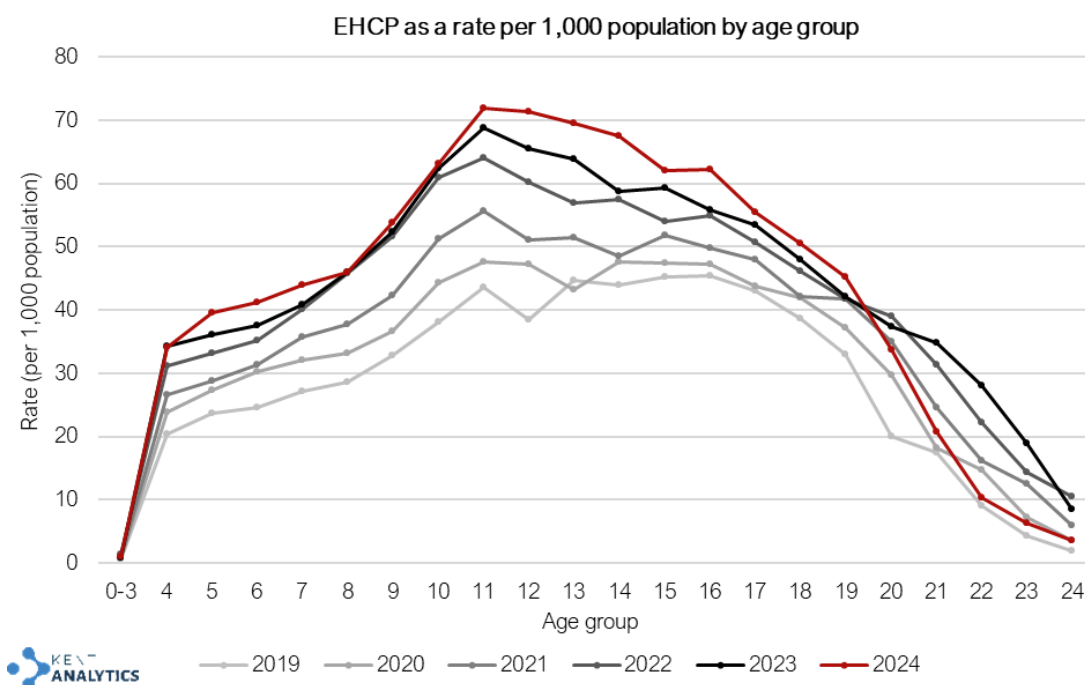
8.3 Education Health and Care Plans

The Local Authority is responsible for issuing and maintaining EHCPs for children and young people between the ages of 0-25 years. As of January 2024, this totalled 19,407 children and young people with an EHCP in Kent. This is an increase of 477 (2.5%) since January 2023. In England, the number of children and young people with EHCPs increased to 575,963 in January 2024, up by 11% from 2023. The number of EHCPs have increased each year since 2010²

8.4 Age Groups

Figure 9a shows the rate of children and young people with an EHCP per 1,000 population for the past 6 years. It shows that the proportion of the population aged 4 to 25 years with an EHCP continues to increase year on year.

Figure 9a: Children and Young People with EHCPs rate with per 1,000 population 2019-2024 to update from Forecast

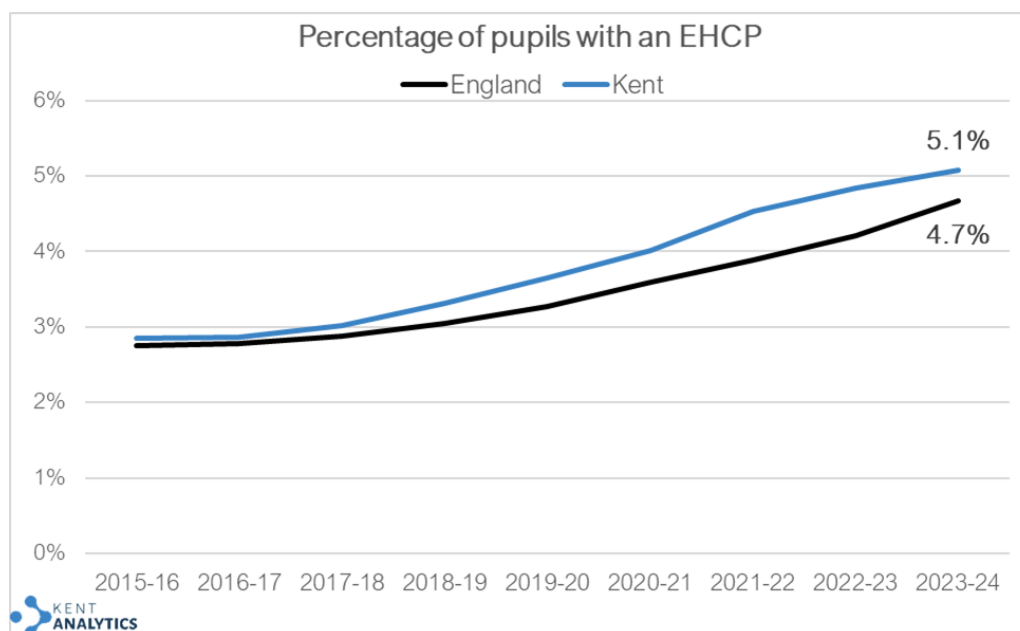


² [Education, health and care plans, Reporting year 2023 – Explore education statistics – GOV.UK \(explore-education-statistics.service.gov.uk\)](https://www.gov.uk/explore-education-statistics)

8.5 School Aged Pupils

Figure 9b shows the percentage of pupils in schools in Kent and England that have an EHCP. Kent has 5.1% of pupils compared to 4.7% for England. Whilst the rate of growth has increased nationally, Kent's increase started much earlier (2015) and has continued to increase at a greater rate.

Figure 9b: Percentage of pupils with an EHCP in Kent compared with England 2015 – 2024



8.6 SEN Need Types

Figure 9c shows that Autistic Spectrum Disorder (ASD) remains the most common primary need type with 44.5% of children and young people with an EHCP (0-25 years) having ASD identified as their primary need. This is an increase from 42.3% in January 2023. The second highest is SEMH at 19.3%, a decrease from 20.4% in January 2023, followed by 17.3% of children and young people with Speech, Language and Communication Needs (SLCN) identified as their EHCP primary need.

Figure 9c: EHCPs by age group and need type January 2024

SEN Need Type 2024	Under 5	Aged 5-10	Aged 11-15	Aged 16-19	Aged 20-25	Total	%
Autistic Spectrum Disorder	348	2699	3273	1806	509	8,635	44.5%
Hearing Impairment	9	58	63	46	16	192	1.0%
Moderate Learning Difficulty	21	249	475	242	99	1,086	5.6%
Multi-Sensory Impairment	2	6	8	5	1	22	0.1%
Not recorded on system	9	21	14	11	3	58	0.3%
Other difficulty/disability	0	1	0	0	0	1	0.0%
Physical Disability	29	206	190	153	53	631	3.3%
Profound and Multiple Learning Difficulty	16	139	126	79	22	382	2.0%
Severe Learning Difficulty	19	214	307	215	99	850	4.4%
Social, Emotional and Mental Health	5	624	1706	1165	238	3,738	19.3%
Specific Learning Difficulty	1	49	191	91	28	360	1.9%
Speech, Language and Communication Needs	212	1495	1063	433	156	3,359	17.3%
Visual Impairment	2	37	29	21	4	93	0.5%
Kent Total	673	5,798	7,445	4,267	1,224	19,407	

Source SEN2 Return January 2024

8.7 Provision

Figure 9d shows the number of EHCPs by establishment type (0-25 year olds.) In 2024, 34.8% of children and young people in Kent (34% in 2023) are educated in mainstream schools (including SRPs), whilst the national figure is 43.1%. In Kent, 40.4% of children and young people with EHCPs are educated in a special school (including independent schools) compared to 32.1% nationally.

To ensure the LA is able to provide sustainable high quality provision, the system needs to be realigned and the proportion of children and young people catered for within each provision type brought in line with national figures, so that specialist places are only for those children and young people with the most complex needs. A significant change programme is ongoing to improve mainstream school SEND inclusion capacity so staff are skilled, confident and able to educate and support more children with EHCPs. This realignment will be supported by the inclusive practices within Kent's Countywide Approach to Inclusive Education (CATIE) and will ensure a greater proportion of Kent's children and young people will be supported and achieve their full potential in mainstream schools closer to their homes.

Kent has 24 special schools. These include 21 Local Authority maintained special schools, 1 special academy and 2 Free Schools. In 2024, 96% of Kent's special schools were graded as good or outstanding by Ofsted. There are 18 special schools that are all-through schools (primary and secondary aged). There are 17 special schools offering post-16 placements.

For the academic year 2024-25 Kent has commissioned 6,282 places in Kent special schools, an increase of 314. Of the total places, 890 are places for post-16 pupils. The current total designated number across Kent special schools as of September 2022 was 5,483. Kent also has 74 Specialist Resource Provisions attached to 65 mainstream schools. Each provision has a designation for SEN and eight schools have more than one SRP or an SRP with multiple designations. A total of 1430 SRP places, including 20 places for post-16 pupils, have been commissioned for September 2024, with no increase of places from September 2023.

Where we are unable to provide a specialist school placement in a Kent maintained special school or SRP, placements are commissioned in the independent and non-maintained sector. As of January 2024, 1,648 Kent resident pupils had funded places in an independent non-maintained school, an increase of 59 places from January 2023 and representing 8.5% of all EHCPs. To meet the need for specialist places across Kent, including meeting the needs in areas of population growth, a mixture of new special schools, expansions of existing schools and the establishment of satellites and SRPs will be commissioned across Kent. This plan only reflects a proportion of our commissioning intentions as the full plan will need to be informed by the review of our continuum of SEND provision, to be reported in the first half of 2025.

Figure 9d: EHCPs by establishment type January 2024 (0-25 year olds)

Type of Establishment	Number	Kent %	England %
Mainstream school including SRPs	6,754	34.8%	43.1%
Special school inc. independent.	7,869	40.4%	32.1%
Non-maintained early years	67	0.3%	0.8%
Further education	2,634	13.6%	14.5%
NEET	553	2.8%	2.7%
Educated elsewhere	820	4.2%	3.7%
Alternative provision/Pupil referral unit	9	0.0%	0.8%
Other	321	1.7%	0.7%
Unknown	380	2.0%	1.2%
Total	19,407		

Source: <https://explore-education-statistics.service.gov.uk/find-statistics/education-health-and-care-plans>

8.8 Post 16 SEN provision

Most young people with SEND will complete their education alongside their peers by 18. However, some young people will require longer to complete and consolidate their education and training, and the length of time will vary for each young person.

The Children and Families Act 2014 extended the special educational needs system to young people up to the age of 25. Consequently, since 2015 KCC has seen a large growth in the number of EHCPs for young people up to the age of 25.

We know the number of young people wanting to remain in education is growing. However, planning post-16 SEND provision is complex. KCC continues its work to establish a robust evidence base to resolve any gaps in provision. Remaining at their secondary school for sixth form is one of the choices that young people with SEND can make; 17 of Kent's maintained special schools have sixth form provisions.

Further Education (FE) College remains the most common type of provision attended across all the age groups of the post-16 cohort. However, Kent is below the national average for General and Tertiary College/HE placement, with 9.3% of placements compared to 11.6% nationally in 2024. FE Colleges provide a range of courses for 16 to 25 SEND learners and are the most popular form of education for this group. However, due to a range of issues, FE colleges are not suitable in the first instance for many SEND learners and a proportion of learners drop out of college in the first term.

SPIs provide an alternative to FE colleges, offering more bespoke learning environments often for learners with additional or more complex needs. In 2024, 829 young people attended an SPI in Kent which is 4.3% of the cohort. In comparison, 1.5% attended SPIs nationally. Of the SPIs in Kent in 2024, the majority have a contractual relationship with KCC. Growth in SPI provision to this point continues to be largely organic and provider led. To ensure we have full County coverage, we wish to work in partnership with prospective providers as there is the need for more targeted SPI provision in the County.

We continue to work with FE Colleges to ensure that we have good geographical coverage of the right courses at the right levels and that there are clear pathways and partnerships with alternate types of providers such as SPIs to meet the needs of learners with more complex needs or requiring a more bespoke package.

We expect that the number of EHCPs for young people over the age of 18 will continue to grow as the population bulge works its way through secondary school and into post-16, and without careful planning, demand could outstrip supply. To ensure sufficient quality post-16 SEND provision, we will continue to build on our present work to develop a 16 to 19 SEND Strategy. We want to explore new ways of working, including potential collaborations between partner agencies and organisations, which are service intelligence and data-driven; so, we get the right provision in the right area to meet need.

8.9 Future Commissioning of Provision

Evidence for our commissioning intentions is set out within KCC's SEND Sufficiency Plan. The Plan will inform changes and additional provision required from September 2025 and throughout the rest of the Plan period. Commissioning intentions for this Plan will be limited to new SEN schools and satellites where there is already a case based on population growth and current patterns of travel to special schools outside of the areas where children live. The Special School Review has worked with stakeholders to provide recommendations and is reporting to members.

Additional SRPs that have been committed to or form part of a new academy's funding agreement will be included. We will also look to address evidenced gaps in SRP provision in secondary schools, particularly as the school age population growth is currently moving through the secondary and post-16 age groups.

A total of 460 new special school places are forecast to be commissioned and 70 SRP places, some of which are already within the commissioning process. Additional SRP places may be commissioned following the completion of the SRP review which will identify need type and geographical gaps based on the role of SRPs within the provision of locality services for children and young people with SEND. Kent is currently undertaking area discussions with stakeholders to consider future SRP provision and commissioning. Figures 9i and 9j identify the number, need type and district of these places.

Figure 9i: Agreed and planned additional specialist provision across Kent Specialist Schools

Provision	Proposed opening date	Need Type	District	Potential Number of places	Total Planned Places added by year				
					2025-2026	2026-2027	2027-2028	2028-2029	Between 2029-32
Special School (all through) - Whitstable	2026	PSCN/ ASD/ SEMH	Canterbury	120	0	48	28	44	0
Special School (All through) - Swanley	2026	PSCN	Sevenoaks	250	0	114	66	70	0
Expansion of Special school for SEMH with ASD to include Primary provision or a primary satellite	2027	SEMH with ASD	Swale	40	0	0	10	10	20
Satellite of a PSCN School	2027	PSCN	Tonbridge and Malling	50	0	0	50	0	0
Total Special School places				460	0	162	154	124	20

Figure 9j: Agreed and planned additional Specialist Resource Provisions

Provision	Proposed opening date	Need Type	District	Potential Number of places	Total Planned Places added by year				
					2025-2026	2026-2027	2027-2028	2028-2029	Between 2029-32
Alkerden (Primary)	2026	ASD	Dartford	15	0	4	4	7	0
Alkerden (Secondary)	2026	ASD	Dartford	25	0	5	5	15	0
Secondary SRP	2026	ASD	Thanet	30	0	5	5	5	15
Total SRP places				70	0	14	14	27	15

9. Commissioning Early Years Education and Childcare

9.1 Legislative Context - Free Entitlements and new Wraparound Childcare

Early Education and Childcare is legislatively governed by the Childcare Acts of 2006 and 2016. These place a duty on all local authorities to improve outcomes for young children, to cut inequalities between them, to secure sufficient childcare, with adequate flexibility to allow parents to work via the following:

- 15 hours of early education for eligible two-year olds (the Two Year Old Entitlement, in Kent known as Free for Two)
- 15 hours of early education for working parents of all children aged 9 months and above
- The Universal Entitlement of 15 hours for all three and four-year olds
- 30 Hours of Free Childcare (the Extended Entitlement) for three and four-year olds of eligible working parents.

From September 2025 – 30 hours per week for working parents of all children aged 9 months and above.

In addition, KCC has commissioned The Education People to work with schools and private providers to increase the supply of wraparound childcare, so that all parents of primary school-aged children can access childcare from 8am to 6pm if they need it.

In September 2024, the Government announced it will provide capital funding to create or expand 3,000 on-site nurseries in primary schools either run by the school or in partnership with PVI (private, voluntary and independent) providers. Funding will be allocated to successful schools in Spring 2025 to support the first cohort of places.

The Government also announced plans to provide free breakfast club places in primary schools to build on the wraparound childcare programme supporting families with the cost of living and reducing the impact of poverty, by providing children with a free breakfast every morning. A pilot programme in 750 schools nationally has been announced with £7m funding for delivery in the summer term April-July 2025.

9.2 Early Education and Childcare Provision in Kent

Early Education and Childcare in Kent is available through a large, diverse and constantly shifting market of maintained, academies, private, voluntary and independent providers and childminders, all of which operate as individual businesses and are therefore subject to market forces.

The LA (in Kent as commissioned through The Education People) is required to work with providers in making available a sufficient range of flexible provision, in the right geographical areas, at the right times and offering the right sessions to fit with both standard and atypical working patterns.

The DfE has provided each local authority with information related to the expansion of funded early education and childcare entitlements and wraparound childcare, as announced in the Spring Budget of 2023. This information includes the DfE's analysis of the demand and supply of childcare places in Kent. The results of this analysis give an indicative view of the level of demand in Kent and is being used to support childcare sufficiency planning carried out by The Education People. This information is used to help plan for the roll-out of the new 30 hours childcare entitlement for working parents of 9 month to 36 month-olds.

9.3 Childcare Sufficiency Assessment

The annual Childcare Sufficiency Assessment (CSA) shows the supply of, and demand for, early years and childcare provision across the County, including where there might be over supply and particularly a deficit in provision. The Education People’s Early Years and Childcare Service works with providers and potential providers to encourage the establishment of additional provision where it is required.

The CSA for the 2024-2025 academic year is based on the DfE analysis for childcare places needed for 9 month to 36 month-olds combined with the supply and demand for childcare for 3 and 4 year olds in the Summer Term 2024 when demand for the take up and supply of childcare is greatest.

9.4 Sufficiency of Childcare Places for Children Aged 0-4 Years Old

Traditionally, the assessment of sufficiency is calculated by comparing the total available childcare supply of places with the forecast number of eligible children in each age group living within in each planning area and district. The DfE’s analysis uses other research and knowledge of each district to determine how many extra childcare places are needed. The level of rurality of the district, reflecting the greater ease of travel across smaller urban areas, is used to decide the degree to which a surplus of childcare places can offset a deficit. Figure 10a models the anticipated childcare places needed for 9 month to 36 month-olds in the 2024/2025 academic year.

To aid planning for the entitlement increasing to 30 hours per week for working parents of all children aged 9 months and above from September 2025, the DfE analysis also estimates the number of children expected to take up the expanded 30 hours childcare entitlement in September 2025. This has been used to show, in figure 10a, the anticipated childcare places needed for 9-month to 36-month-olds in the 2024/2025 academic year. As more is discovered throughout the current academic year about the uptake of the entitlement for 15 hours of early education for working parents of children aged 9 months to 36 months, the number of places needed in 2024/2025 may need to be refined.

Figure 10a: 9-month to 36-month-olds Childcare Sufficiency Assessment (2024/2025 Academic Year)

District	Supply of Childcare Places	Demand for Childcare Places - Sept 2025	Surplus/ Deficit of places	Places Required - Sept 2025
Ashford	1,677	2,036	-359	361
Canterbury	1,800	1,831	-31	157
Dartford	2,089	2,267	-177	177
Dover	1,180	1,490	-310	253
Folkestone & Hythe	1,261	1,317	-56	139
Gravesham	1,421	1,741	-320	301
Maidstone	2,487	2,721	-234	379
Sevenoaks	1,978	1,611	367	89
Swale	2,053	2,322	-269	329
Thanet	1,541	1,852	-312	354
Tonbridge & Malling	2,005	1,947	58	83
Tunbridge Wells	2,201	1,893	307	119
Total	21,692	23,028	-1336	2740

Figure 10b: Universal Free Entitlement Places Childcare Sufficiency Assessment (2024/2025 Academic Year)

District	3 & 4 Year Old Population	Children Requiring a 15 Hour Place	15 Hour Childcare Places Available	Surplus/ Deficit of 15 Hour Places
Ashford	2,530	1,345	1,255	-90
Canterbury	2,243	1,045	1,426	381
Dartford	2,708	1,241	1,656	415
Dover	1,825	821	809	-12
Folkestone & Hythe	1,634	736	1,162	426
Gravesham	2,268	1,295	1,241	-54
Maidstone	3,502	1,612	1,840	228
Sevenoaks	2,128	1,037	1,351	314
Swale	2,802	1,262	1,548	286
Thanet	2,369	1,053	1,433	380
Tonbridge & Malling	2,437	1,094	1,090	-4
Tunbridge Wells	2,036	1,216	1,252	36
Total	28,482	13,757	16,063	2,306

Figure 10c: Extended Free Entitlement Places Childcare Sufficiency Assessment (2024/2025 Academic Year)

District	3 & 4 Year Old Population	Children Requiring a 30 Hour Place	30 Hour Childcare Places Available	Surplus/ Deficit of 30 Hour Places
Ashford	2,530	1,055	1,058	3
Canterbury	2,243	960	1,094	134
Dartford	2,708	1,028	1,137	109
Dover	1,825	763	918	155
Folkestone & Hythe	1,634	742	733	-9
Gravesham	2,268	654	546	-108
Maidstone	3,502	1,412	1,668	256
Sevenoaks	2,128	644	938	294
Swale	2,802	1,175	1,480	305
Thanet	2,369	1,017	1,151	134
Tonbridge & Malling	2,437	925	1,181	256
Tunbridge Wells	2,036	757	986	229
Total	28,482	11,132	12,890	1,758

9.5 Sufficiency Estimates by Planning Area

Sufficiency rates have been calculated using primary planning areas. Where some primary planning areas indicate a deficit of 0-4 childcare places, consideration must be given to the fact that neighbouring planning areas may have a surplus of places and children may be travelling to access settings in adjacent areas based on parental preferences or travel to work patterns. Equally, where planning areas have more provision than children, children will be drawn from other areas to access these settings.

The percentage of funded three and four year olds accessing a setting within the planning area in which they live can be used to interpret the deficit in each planning area along with qualitative analysis to understand whether the variation in local take up rates are driven by a preference for particular providers, commuting patterns or a lack of places in the local area.

9.6 Future Planning

Supporting the sufficiency, sustainability and quality of early years and childcare provision remains crucial in the aim to ensure a long term, sufficient supply of places.

The supply of Free Entitlement places for 9 months to four year olds will be kept under review as planned new housing developments are built and potentially increase the demand for places. Where housing developments are proposed in school planning areas where there is an indicative deficit of places or where the size of a development means that it will require new provision; KCC will engage in discussions with developers to either seek funding to provide nursery provision which may include securing community rental or leasehold accommodation availability for private, voluntary or independent sector providers of 0-4 year old childcare.

When a new school is delivered according to the ESFA Baseline Design, a nursery space is now included in the design. As new schools are planned, KCC will work with the sponsor to identify early years provision and the most appropriate way to deliver this.

10. Commissioning Plan Post-16

The work of Pathways for All, the county's 16-19 review, is moving on rapidly. The strategic board is well established and the recommendation implementation groups have been working for over two years. A new chair has been appointed from within the county and is working with the Strategic Board to develop an updated strategy. The priorities from this strategy are:

- To secure a mechanism that creates joint ownership of knowledge and skills between providers and employers in Kent and Medway
- To create relevant and viable Level 3 provision across Kent and Medway that reflects regional skill needs, whilst providing meaningful choice, an outstanding learning experience and strong progression.
- To ensure there is an offer that enable learners who have SEMH needs to reengage with mainstream provision and perform as well as those cohorts that do not.
- To ensure there is an appropriate and local offer to enable learners who have SEND requirement to increase their life choices and meet their full potential.
- To increase the number of learners, including those with SEND, studying at Level 2 from a GCSE base of less than 2 (Level 1 entry criteria).

Another development is the establishment of Local Collaborative Partnership Areas (LCPAs), bringing together senior leaders in travel to learn areas across the county to plan a coherent offer at a local level. All areas have appointed a lead to drive the work in the area and have begun setting priorities.

10.1 The LCPAs and their Priorities

Dartford/Gravesham/Swanley

- Develop comms between education providers, parents and young people.
- Map and analyse the local post-16 offer.
- Widen participation and developing effective pathways for all young people.
- Pilot a more common approach to CEIAG across the area.
- Develop SEN provision and level 1/Entry qualifications.

West Kent

- Understand the context (Attainment, Provision, NEETs).
- Build sufficient provision at all levels and for all need types. (levels and SEND).

Maidstone

- Strategic conversations regarding planned curriculum offer and joint approach to qualification reforms.
- Map and analyse the local Post 16 offer.
- Widening participation and developing effective pathways for all young people.
- Working with RIG 2 to pilot a more common approach to CEIAG across the area.
- Developing a plan for students taking non-traditional routes.

Sittingbourne and Sheppey

- To set up and develop a genuine and formal collaboration between the post 16 providers in Sittingbourne and Sheppey District.
- To research, establish, review and communicate a shared understanding of the district offer at post 16 particular at level 2 and below.
- To work together to create a platform of communication and action that enable a wider set of experiences of different providers and courses for our vulnerable students that might otherwise become NEET.

Ashford

- Establish clear provision mapping of the current local provision for L1 – 3.
- Develop an updated offer for L1/2 learners.
- Develop an updated offer for L3 learners (mid to lower) to meet the needs of all learners as well as match the needs of the local economy.
- Develop new and collaborative approaches to communicating the Post 16 offer to students and their parents.

Folkestone and Hythe

- Consider the development of long transition programme and preparing for adulthood approach through KS3 and 4. Potentially using the future skills questionnaire to track their preparedness over time.
- Consider what a Folkestone cycle of business could look like. Setting about key points in the year which could support transition, collaboration, and strategic sharing of key information.
- Review and share the mental health support for learners across Folkestone.

Canterbury/Faversham/Thanet

- Set out, and consult upon, what the comprehensive local post-16 'area offer' should include as a minimum.
- Encourage schools with sixth forms, local GFEC(s) and work-based and other learning providers to construct their own 'area offer'. This should combine academic (A level) and vocational programmes to replace qualifications set to be discontinued.
- Encourage the strong collaboration required to deliver this offer, based on specific local circumstances and needs.
- Progressively review all collaborations to ensure they are delivering strong, effective and truly comprehensive area offers.
- Continue to lobby Government to moderate the impact of vocational qualification reforms and ensure adequate provision at Level 3 for those whose Level 2 attainment does not allow progression to T or A levels.

Dover

- difficulties have been encountered in this area in commencing those strategic discussions due to delays in appointing a chair. Work to develop priorities for this area only commenced during the Autumn Term 2024.

The low-level offer for learners outside of school and colleges is changing rapidly. As expected, the number of places available across the county declined from 1106 in 2022-23 to 733 in 2023-24. During the same period, the number of training providers dropped from 20 to 18. This was due to the ceasing of European Social Fund support and short term, covid related funding. Work with the DFE has been ongoing for several years to fill these gaps and they have now agreed to allocate an additional 450 places for the county. A new training provider also commenced delivery in September 2024 and some district councils have begun to allocate small amounts from their Shared Prosperity Fund allocation to support skills. This should begin to stabilise the training provision in most areas.

The defunding of applied general qualifications (BTECs etc) has been paused which means that the current Kent 6th form offer is likely to remain unchanged for at least the next year until a decision on how to proceed has been made by the new government. There had been concerns that the offer for lower achieving students wishing to study at Level 3 would narrow. This is now not the case.

To further enhance the forecasting and planning of provision for both mainstream Post 16 students and students with SEN, the FE colleges within Kent and Medway are working to produce robust assessments of their capacities which can be referred to in future iterations of the KCP. Previously the only data published was for school sixth forms which meant a full assessment of surplus or deficit place numbers could not be made for the sector.

11. Appendices

11.1 Forecasting Methodology Summary

To inform the process of forecasting Primary school pupil numbers, KCC receives information from the Kent Primary Care Agency to track the number of births and location of Pre-school age children. The Pre-school age population is forecast into Primary school rolls according to trend-based intake patterns by ward area. Secondary school forecasts are calculated by projecting forward the Year 6 cohort, also according to trend-based intake patterns. If the size of the Year 6 cohort is forecast to rise, the projected Year 7 cohort size at Secondary schools will also be forecast to rise.

It is recognised that past trends are not always an indication of the future. However, for the Secondary phase, travel to school patterns are firmly established, parental preference is arguably more constant than in the Primary phase and large numbers of pupils are drawn from a wide area. Consequently, forecasts have been found to be accurate.

Pupil forecasts are compared with school capacities to give the projected surplus or deficit of places in each area. It is important to note that where a deficit is identified within the next few years work will already be underway to address the situation.

The forecasting process is trend-based, which means that relative popularity, intake patterns, and inward migration factors from the previous five years are assumed to continue throughout the forecasting period. Migration factors will reflect the trend-based level of house building in an area over the previous five years, but also the general level of in and out migration, including movements into and out of existing housing. An area that has a large positive migration factor may be due to recent large-scale housebuilding, and an area with a large negative migration factor may reflect a net out-migration of families. These migration factors are calculated at Pre-school level by ward area and also at school level for transition between year groups, as the forecasts are progressed.

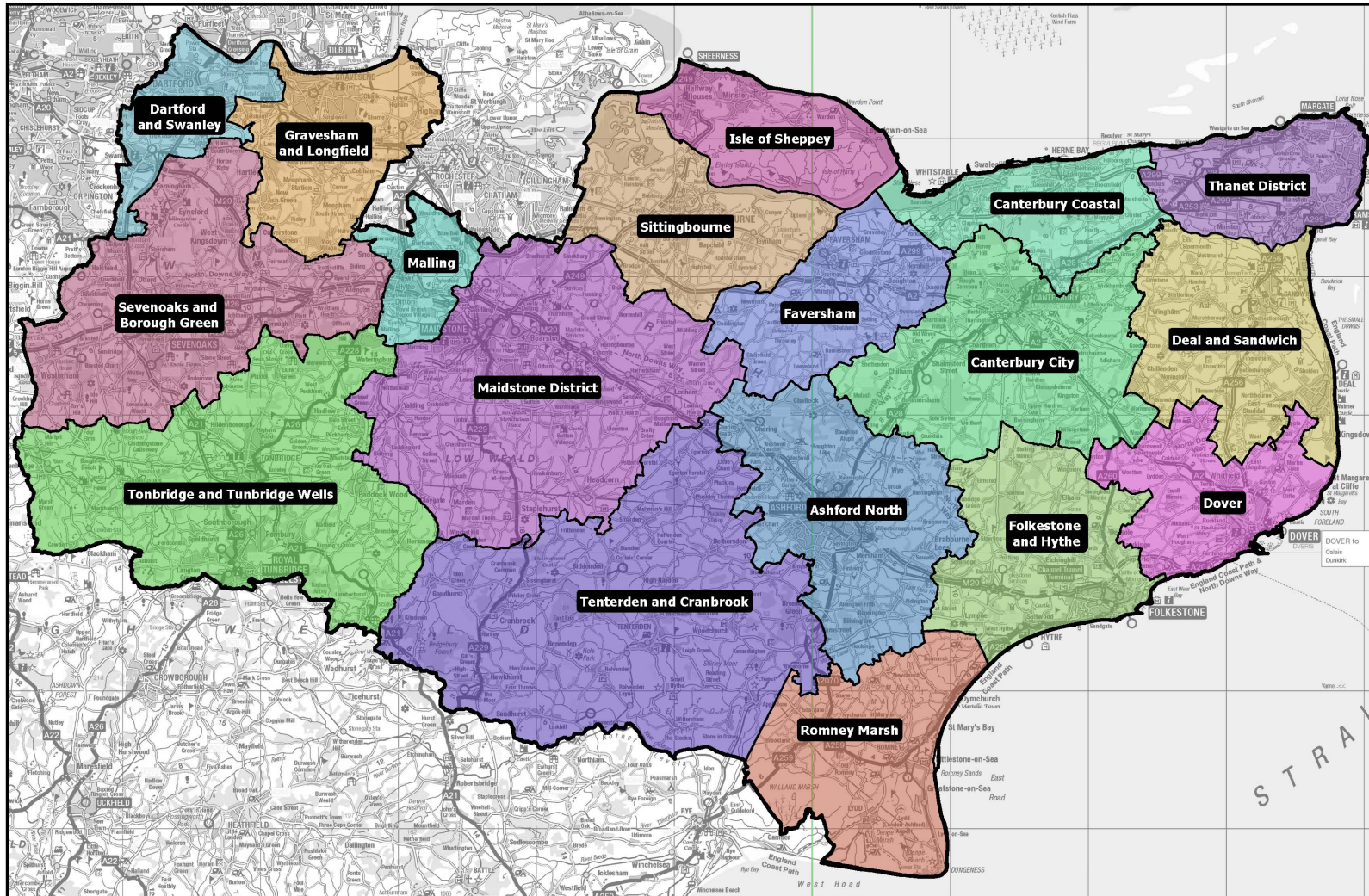
Information about expected levels of new housing, through the yearly Housing Information Audits (HIA) and Local Development Framework (LDF) Core Strategies is the most accurate reflection of short, medium and long term building projects at the local level. Where a large development is expected, compared with little or no previous house building in the area, a manual adjustment to the forecasts may be required to reflect the likely growth in pupil numbers more accurately.

Pupil product rates (the expected number of pupils from new housebuilding) are informed by the MORI New Build Survey 2005. KCC has developed a system that combines these new-build pupil product rates (PPRs) with the stock housing PPR of the local area to model the impact of new housing developments together with changing local demographics over time. This information is shared with district authorities to inform longer term requirements for education infrastructure and the Community Infrastructure Levy (CIL) discussions at an early stage.

Forecasting future demand for school places can never be completely precise given the broad assumptions which have to be made about movements in and out of any given locality, the pace of individual housing developments, patterns of occupation and not least parental preferences for places at individual schools. This will be a function of geography, school reputation, past and present achievement levels and the availability of alternative provision.

11.2 Secondary Planning Group Maps

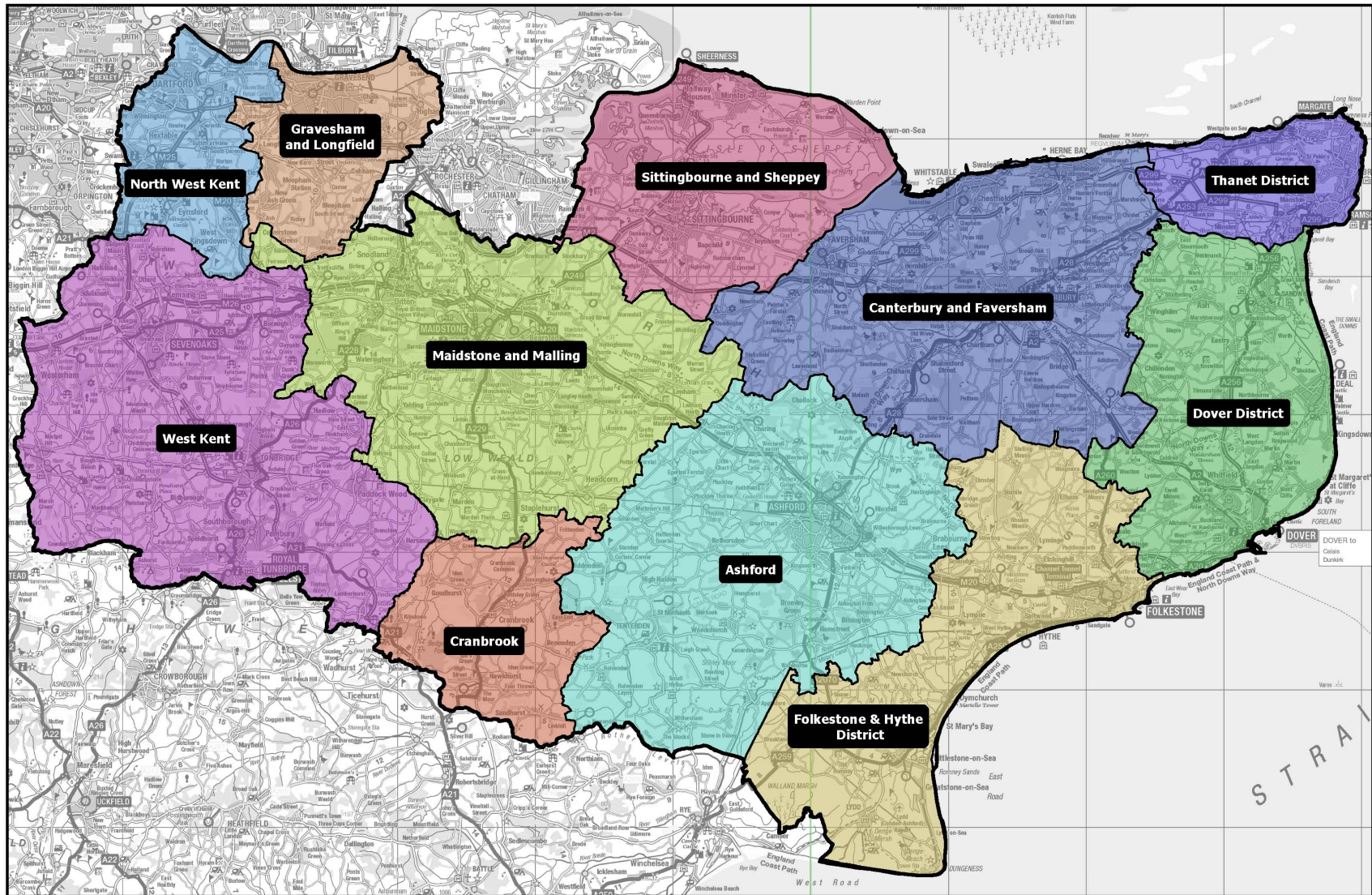
Kent Secondary Non Selective Planning Groups



Management Information, KCC, 11/08/2022

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Kent Secondary Selective Planning Groups



Management Information, KCC, 11/08/2022

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Page 605



Commissioning Plan for Education Provision in Kent 2025 - 2029



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EQIA Submission – ID Number

Section A

EQIA Title

Commissioning Plan for Education Provision in Kent 2025-29

Responsible Officer

Paul Wilson - CY EPA

Approved by (Note: approval of this EqIA must be completed within the EqIA App)

Nicholas Abrahams - CY EPA

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

Strategy/Policy

Details of other Service Activity

No

Accountability and Responsibility

Directorate

Children Young People and Education

Responsible Service

Education Planning and Access

Responsible Head of Service

Nicholas Abrahams - CY EPA

Responsible Director

Christine McInnes - CY EPA

Aims and Objectives

- Provide an overarching framework for determining when and where education may be needed in the future. It sets out the forecast number of children and young people in Kent and breaks this down to smaller geographical areas (districts and planning groups) to show where there may be a need for more or fewer places.
- Set out the principles which will be used to consider and evaluate individual proposals which might come forward (be commissioned) to address any identified shortage or surplus of places in a locality.

Summary of the outcome of the analysis:

No change is required. The evidence suggests that there is no potential for discrimination and all appropriate measures have been taken to advance equality and foster good relations between the protected groups.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?
Yes
Have you consulted with stakeholders?
Yes
Who have you involved, consulted and engaged with?
<p>The equality impact assessment for the Commissioning Plan is carried out at two levels; First, in respect of the Commissioning Plan itself, to assess whether the commissioning principles and guidelines may have an impact (either positive or negative) on any protected groups and if so what action, if any, should be taken to amend the Plan or to mitigate the negative impacts. The second, a more detailed analysis of the impacts on any protected group arising from individual education consultation proposals is conducted contemporaneously through the Plan period.</p> <p>This assessment deals solely with the first of these two levels, with consultation completed with high level stakeholders consulted to ensure the Plan is drafted collaboratively. This process incorporates meetings with District and Borough Council Leaders and CEOs/Planning Officers, along with School Governor and Headteacher briefings for each district. This consultative activity will be completed prior to the adoption of the Plan by KCC Cabinet committee in January 2025.</p>
Has there been a previous Equality Analysis (EQIA) in the last 3 years?
Yes
Do you have evidence that can help you understand the potential impact of your activity?
Yes
Section C – Impact
Who may be impacted by the activity?
Service Users/clients Service users/clients
Staff No
Residents/Communities/Citizens No
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
<p>The overarching nature of the Commissioning Plan means that this equalities impact assessment is at a strategic level, rather specifically covering the various local commissioning schemes. In broad terms, the Plan focuses on the positive impacts for all children and young people, particularly the most vulnerable pupils and those with SEND. It provides a vehicle through which individuals and groups can make their voices heard regarding both current education provision and future proposals. An equality impact assessment will be completed as part of each individual consultation process that follows on from the Commissioning Plan. This assessment indicates that the plan will have either neutral or positive impacts on pupils within the protected groups.</p>
Negative impacts and Mitigating Actions
19.Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No
Details of negative impacts for Age
Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Page 608

Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation

Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable